

PROCESS, ROLE & PROJECT TYPE

One of the challenges to gauging customer satisfaction that is somewhat unique to the Development Services Program is that, for any given project, the Partners often interact with not one, but multiple customers who play different roles on a project (e.g., homeowner, architect and contractor). Moreover, customers vary in their level of involvement in a project. Whereas some customers are involved in each of the key stages of a project, others may be personally involved in just one stage, such as building inspection. The types of projects also vary substantially.

INVOLVEMENT IN PROCESS To understand the extent of customer involvement in each of the key stages in a project, as well as have the ability to tailor the interview to a customer's individual experience with the Partners, the first substantive question of the survey asked a respondent to identify which stages they were *personally* involved in during their most recent project. For ministerial customers, the three stages were described as permit application and issuance, plan check, and inspection. For discretionary customers, the stages were described as permit application, plan review, and public hearing.

Question SC3: Ministerial & Discretionary *For your most recent (discretionary) project, were you personally involved in the: _____ stage of the project?*

FIGURE 1 INVOLVEMENT IN STAGES OF PROJECT: MINISTERIAL

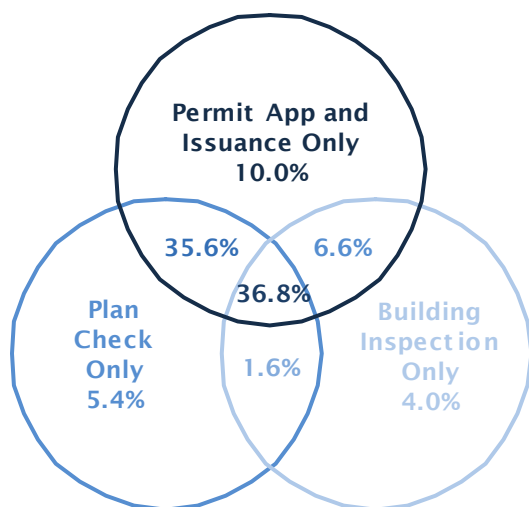


Figure 1 is a Venn diagram that displays the distribution of customers by project stage among those surveyed regarding their most recent ministerial project. Overall, 37% of ministerial customers surveyed were personally involved in all three stages of the project, and an additional 44% of customers were involved in two of the three stages. A minority of customers (19%) were personally involved in just one of the key stages on their most recent project.

For the interested reader, Table 2 shows how involvement by stage varied according to the number of projects a customer was associated with in the year prior to the interview.

TABLE 2 INVOLVEMENT IN STAGES OF PROJECT BY NUMBER OF PROJECTS IN PAST 12 MONTHS: MINISTERIAL

	Overall	Number of Projects in Past 12 Months				
		1	2 to 3	4 to 5	6 to 10	11 or more
Permit app & issuance only	10%	15%	8%	5%	2%	13%
Plan check only	5%	2%	6%	9%	8%	7%
Building inspection only	4%	6%	5%	0%	5%	2%
Permit app & issuance + Plan check	36%	32%	35%	41%	40%	33%
Permit app & issuance + Bldg inspection	7%	7%	6%	4%	5%	11%
Plan check + Bldg inspection	2%	2%	1%	0%	4%	4%
All three stages	37%	35%	40%	41%	36%	30%

FIGURE 2 INVOLVEMENT IN STAGES OF PROJECT: DISCRETIONARY

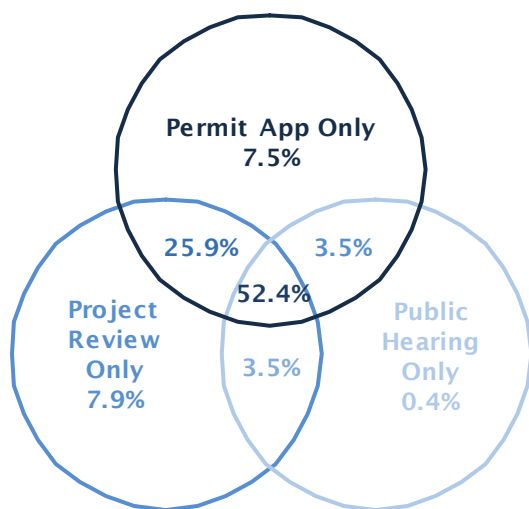


Figure 2 provides a similar Venn diagram for discretionary customers. Overall, 52% of discretionary customers surveyed were personally involved in all three stages of their most recent project, and an additional 33% of customers were involved in two of the three stages. Just 16% of discretionary customers were personally involved in only one of the key stages on their most recent project.

Table 3 displays the distribution of involvement by stage among discretionary customers according to the number of projects they were associated with in the year prior to the interview.

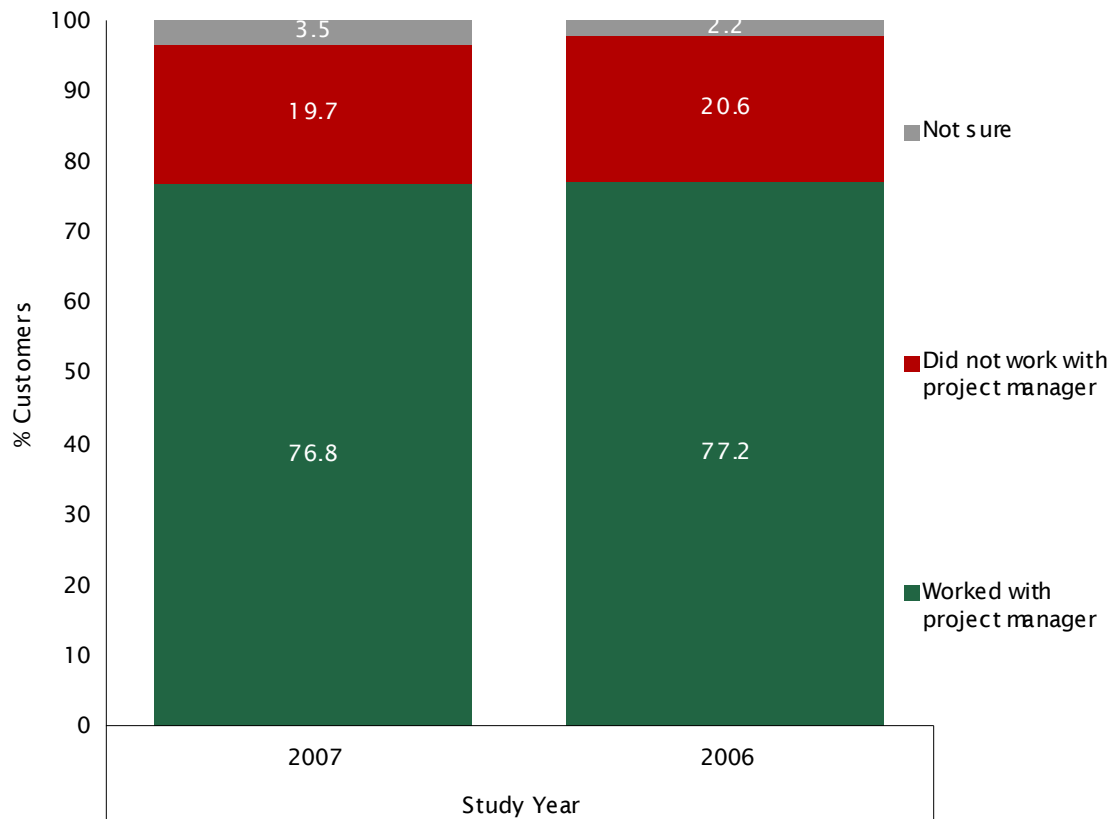
TABLE 3 INVOLVEMENT IN STAGES OF PROJECT BY NUMBER OF PROJECTS IN PAST 12 MONTHS: DISCRETIONARY

	Overall	Number of Projects in Past 12 Months			
		1	2 to 3	4 to 5	6 or more
Permit app only	7%	8%	8%	3%	8%
Plan review only	8%	4%	3%	9%	20%
Public hearing only	0%	1%	0%	0%	0%
Permit app + Project review	26%	29%	22%	28%	23%
Permit app + Public hearing	4%	4%	5%	0%	3%
Project review + Public hearing	4%	3%	2%	3%	8%
All three stages	51%	49%	59%	56%	40%

WORK WITH PROJECT MANAGER? Discretionary projects are often assigned a Project Manager to serve as a single point-of-contact for the customer. As shown in Figure 3 on the next page, 77% of discretionary customers in 2007 reported that they personally worked with a Project Manager assigned by the City on their most recent project. This finding is nearly identical to that recorded in the 2006 study, which is also shown in Figure 3 for comparison purposes.

Question SC4: Discretionary *Did you personally work with a Project Manager assigned by the City to the project?*

FIGURE 3 WORKED WITH PROJECT MANAGER BY STUDY YEAR



CUSTOMER ROLE Customers were next presented with the list of roles in Figure 4 and asked to indicate which best describes their role on their most recent project with the City of San José. The results for 2006 (light blue bars) are shown alongside those from the 2007 study for comparison. Among ministerial customers in 2007, 41% selected contractor, 23% mentioned owner, 20% mentioned architect, and 19% chose agent or representative. Approximately 14% described their role as engineer, 10% as permit runner, and 4% indicated that their role was something ‘other’ than the options previously mentioned. There were no statistically significant changes in the role descriptions between 2006 and 2007.

The patterns were somewhat different among discretionary customers (see Figure 5). The most commonly selected role in 2007 was agent or representative (25%), followed by architect (21%), and contractor (20%). Fourteen percent (14%) described their role as engineer, 11% as planner, 10% served as a permit runner, and 8% indicated that their role was something other than the previously mentioned options. Note that the “planner” category was not offered as an option in 2006.

Question 1: Ministerial & Discretionary Which of the following best describes your role on this project?

FIGURE 4 ROLE WITH PROJECT BY STUDY YEAR: MINISTERIAL

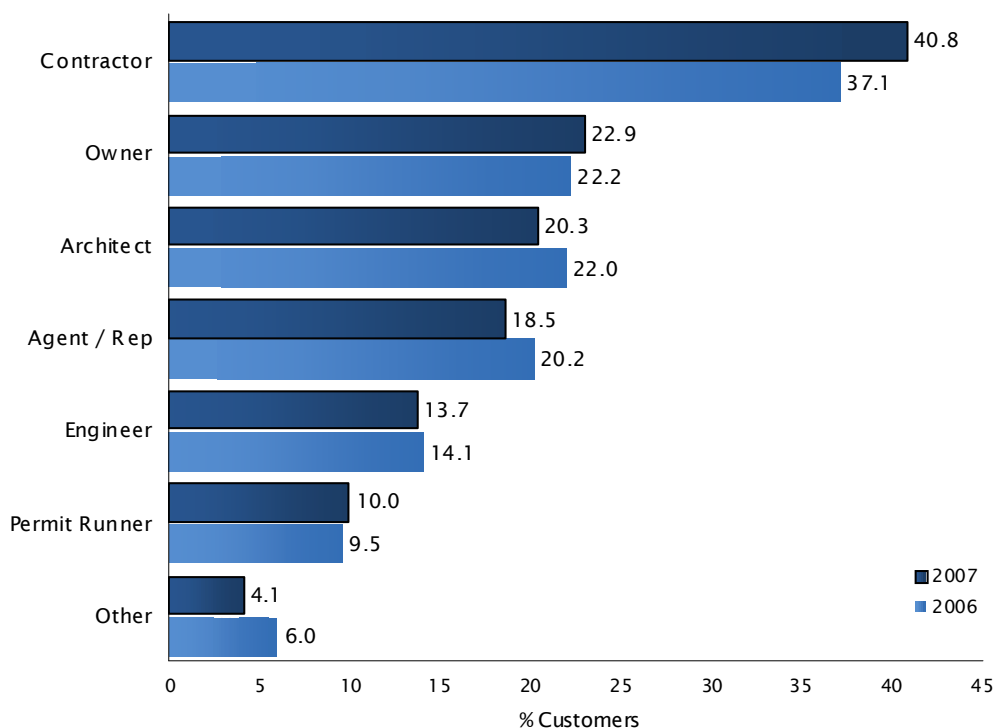
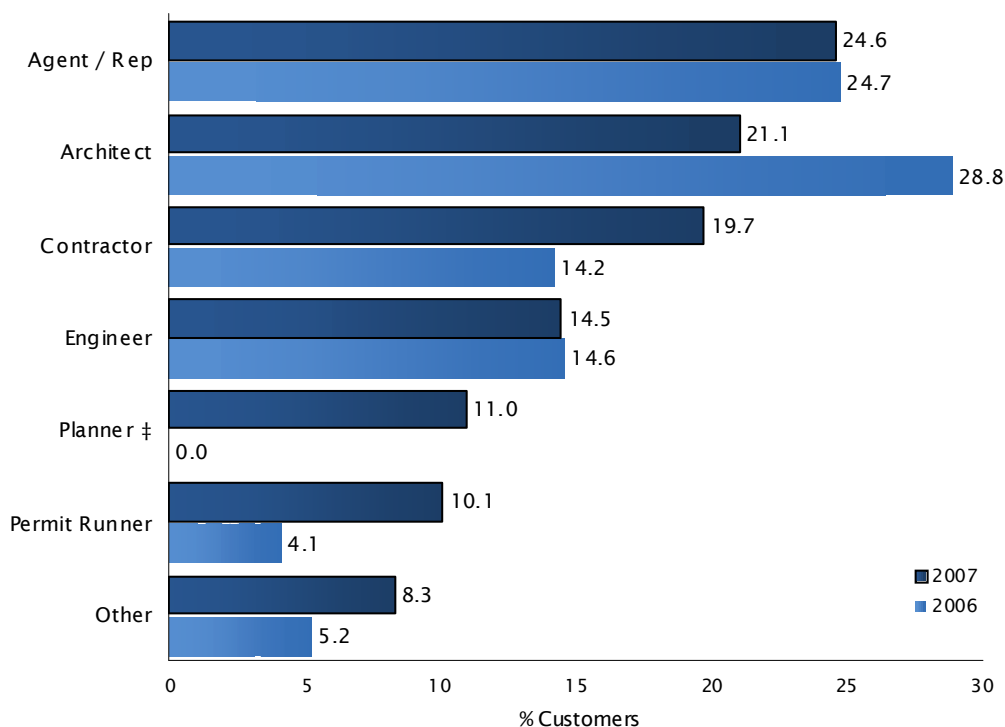


FIGURE 5 ROLE WITH PROJECT BY STUDY YEAR: DISCRETIONARY



‡ Planner category not offered in 2006.

PROJECT TYPE Having measured a customer's involvement in the permitting process on their most recent project, as well as their role, the final questions in this series addressed the type of project they worked on most recently with the City. Among ministerial customers in 2007, 54% described their most recent project as commercial, 39% described it as residential in nature, 5% described it as mixed-use, and 1% were not sure (Figure 6). These results are similar to those found in 2006. Figure 7 displays how the nature of their most recent project varied by customer role and stages of involvement. When compared to their respective ministerial counterparts, owners and those involved with building inspections were substantially more likely to describe their most recent project as residential in nature.

Question 2: Ministerial & Discretionary *Was your most recent project for a residential property, a commercial property, or a mixed use property?*

FIGURE 6 PROPERTY TYPE BY STUDY YEAR: MINISTERIAL

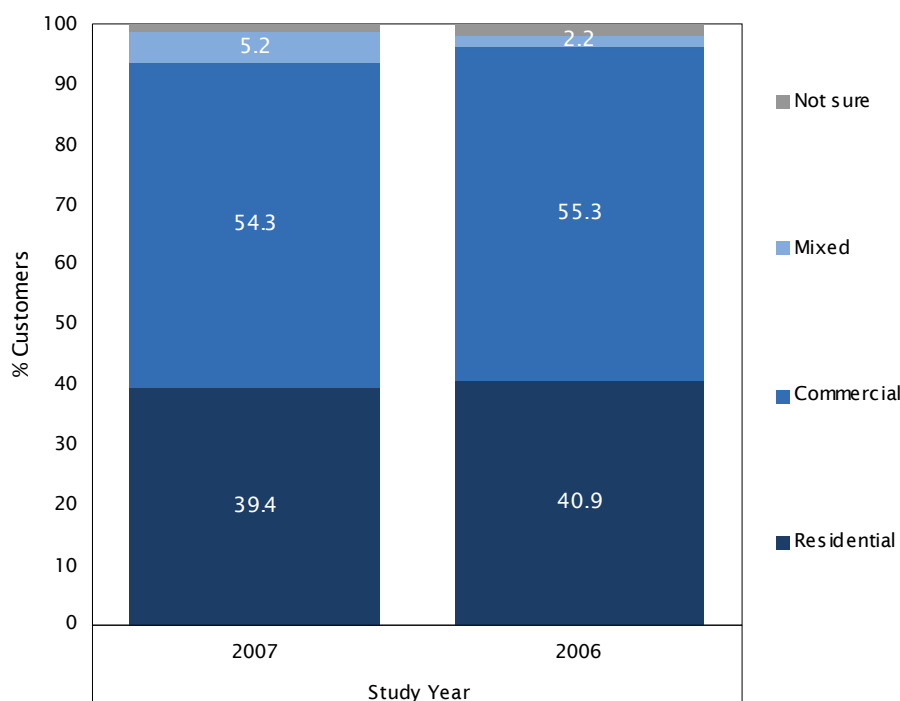
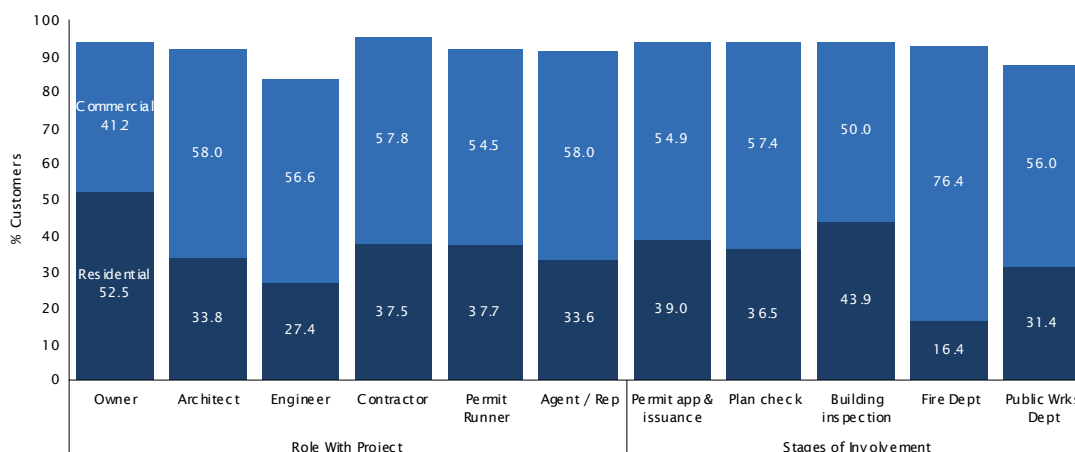


FIGURE 7 PROPERTY TYPE BY ROLE WITH PROJECT & NUMBER OF PROJECTS IN PAST 12 MONTHS: MINISTERIAL



Unlike their ministerial counterparts, discretionary customers were most likely to describe their most recent project as residential (45%). Approximately 38% described their project as commercial, 17% indicated that it was a mixed-use project, and 1% were not sure (Figure 8). When compared to the 2006 findings, the proportion of discretionary customers who reported that their most recent project was mixed-use increased significantly.

When compared their respective discretionary counterparts, owners, agents/representatives, and those who participated in the public hearing in 2007 were the most likely to describe their most recent project with the City as residential in nature (see Figure 9).

FIGURE 8 PROPERTY TYPE BY STUDY YEAR: DISCRETIONARY

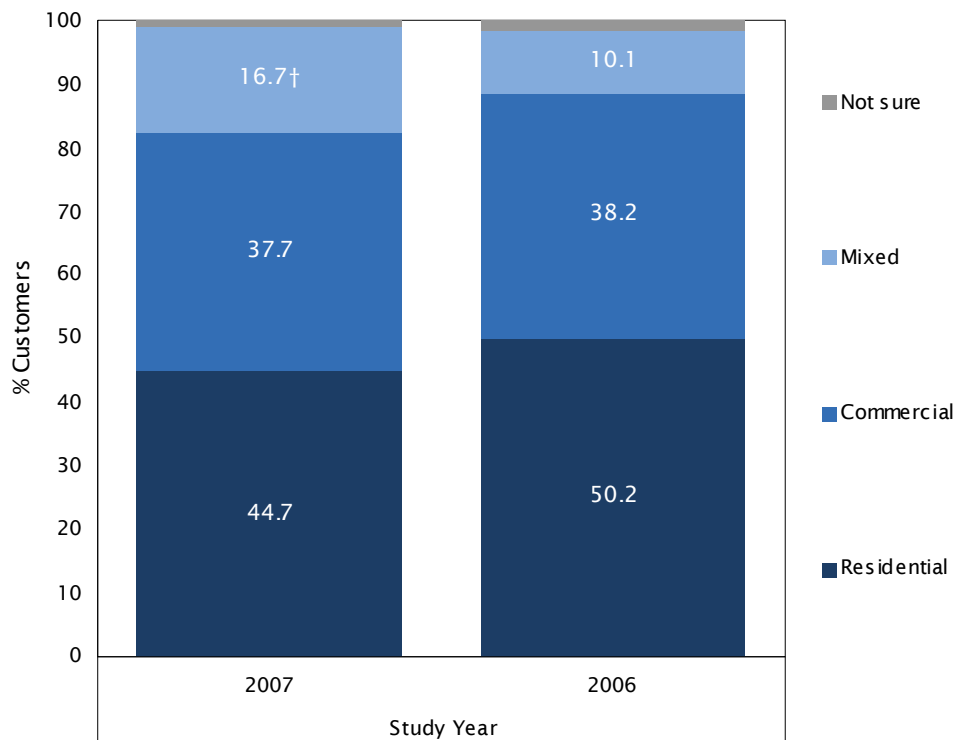
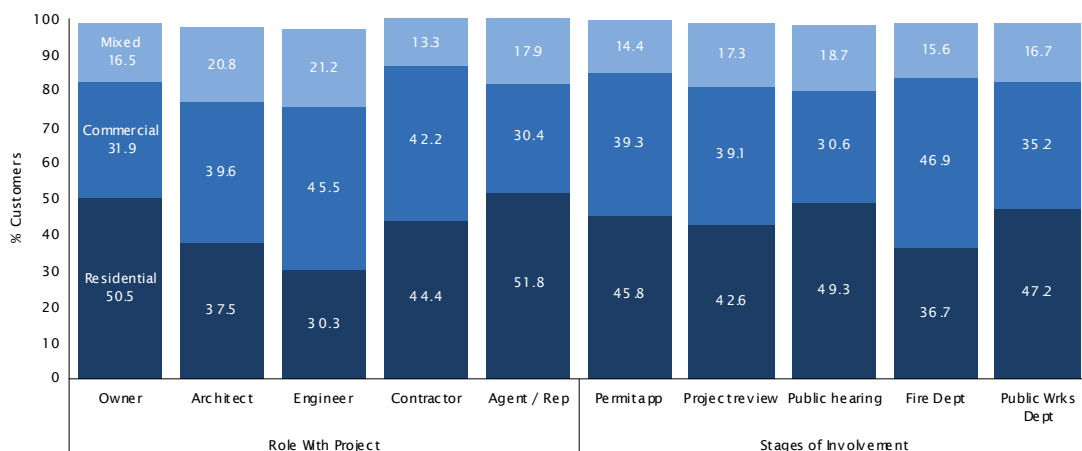


FIGURE 9 PROPERTY TYPE BY ROLE WITH PROJECT & STAGES OF INVOLVEMENT: DISCRETIONARY



NATURE OF MINISTERIAL PROJECT Ministerial customers were subsequently asked to describe the nature of their project using the categories shown in Figure 10 for residential projects or Figure 11 for commercial projects. The dominant category among residential projects in 2007 was remodel or addition (55%), followed by new construction (21%). There were no statistically significant changes between 2006 and 2007 with respect to how ministerial customers described the nature of their project (Figure 10), although it is worth noting that customers who interacted with the Fire Department and/or Public Works Department were much more likely to describe their projects as new construction (see Table 4).

Question 3: Ministerial Which of the following best describes the nature of your project?

FIGURE 10 NATURE OF RESIDENTIAL PROJECT BY STUDY YEAR

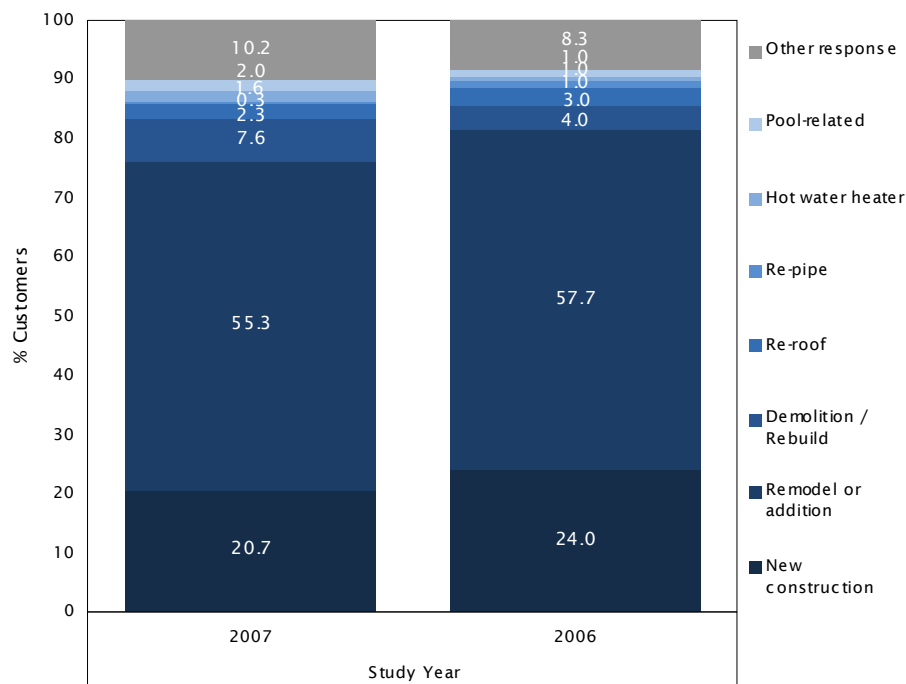


TABLE 4 NATURE OF RESIDENTIAL PROJECT BY STAGES OF INVOLVEMENT

	Stages of Involvement				
	Permit app & issuance	Plan check	Building inspection	Fire Dept	Public Wrks Dept
New construction	18.7	22.3	16.9	61.5	54.0
Remodel or addition	56.3	60.3	59.6	26.9	26.0
Demolition / Rebuild	6.7	7.6	7.2	5.8	6.0
Re-roof	2.6	0.9	3.0	0.0	0.0
Re-pipe	0.4	0.0	0.6	0.0	0.0
Hot water heater	1.5	0.4	2.4	0.0	0.0
Pool-related	2.2	1.8	1.8	0.0	2.0
Other response	11.6	6.7	8.4	5.8	12.0

For commercial projects, half of ministerial customers described the project as a tenant improvement (50%) in 2007, whereas 18% selected new construction (Figure 11). Again, the 2007 findings are statistically similar to those recorded in 2006. When compared to their respective

counterparts, ministerial customers with commercial or mixed-use projects who interacted with the Public Works Department were substantially more likely to describe their project as new construction (see Table 5).

Question 4: Ministerial Which of the following best describes the nature of your project?

FIGURE 11 NATURE OF COMMERCIAL OR MIXED-USE PROJECT BY STUDY YEAR

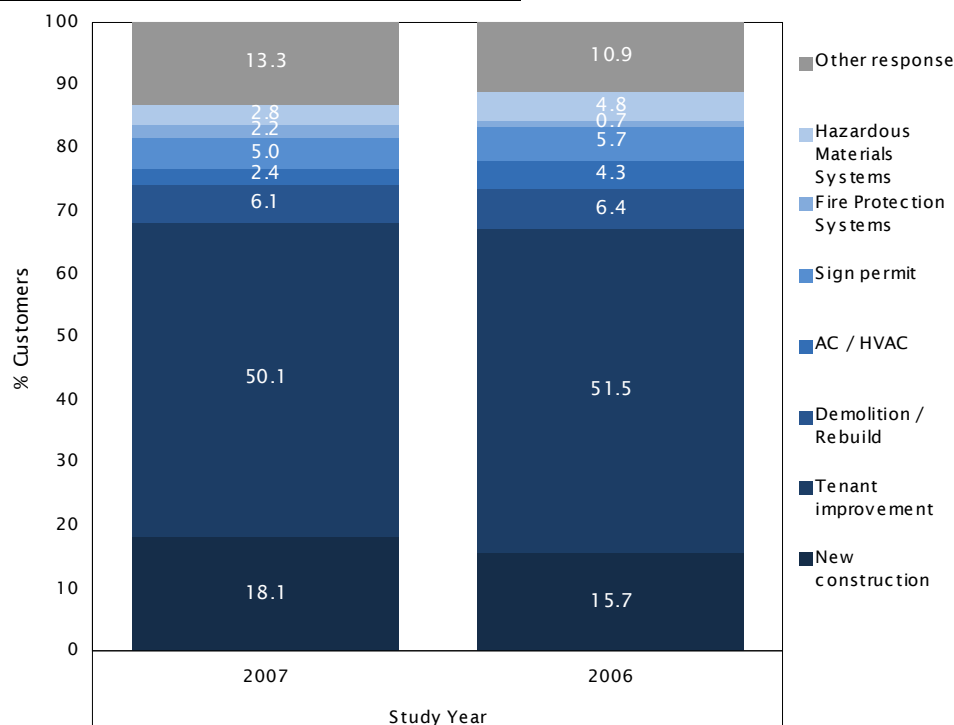


TABLE 5 NATURE OF COMMERCIAL OR MIXED-USE PROJECT BY STAGES OF INVOLVEMENT

	Stages of Involvement				
	Permit app & issuance	Plan check	Building inspection	Fire Dept	Public Wrks Dept
New construction	16.7	17.7	20.7	18.3	36.5
Tenant improvement	51.1	52.9	46.2	58.4	39.4
Demolition / Rebuild	5.6	6.3	6.3	5.3	8.7
AC / HVAC	2.4	2.1	2.4	1.9	1.9
Sign permit	5.3	4.9	4.3	0.4	1.0
Fire Protection Systems	2.4	2.1	1.9	2.3	1.0
Hazardous Materials Systems	2.7	2.9	4.3	4.2	0.0
Other response	13.8	11.2	13.9	9.2	11.5

OVERALL SATISFACTION

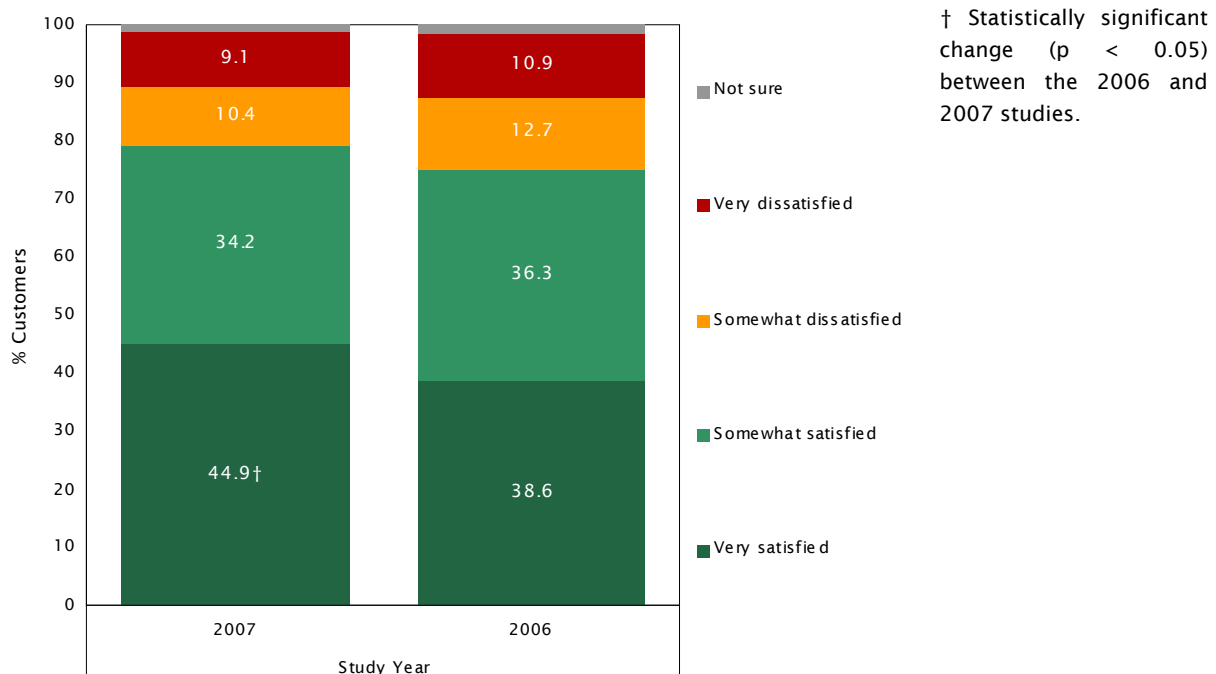
Having profiled a respondent's involvement in their most recent project with the City, the survey next instructed the customer to focus on this same project when answering the remaining questions in the survey. This approach was used to ensure that the survey results reflect customers' most recent—rather than most memorable—experiences with the City, thereby providing timely feedback about the Partners' *current* performance.⁴

All respondents were then asked to indicate if, overall, they were satisfied or dissatisfied with the service they received from the City of San José on their most recent project. Because this question does not reference a specific aspect of the project and requested that the respondent consider the City's performance in general, the findings of this question may be regarded as an *overall performance rating* for the Development Services Program.

MINISTERIAL Figure 12 presents the Partners' overall performance rating among ministerial customers in 2007 and 2006. Overall, nearly four out of five customers (79%) in 2007 indicated that they were either very (45%) or somewhat (34%) satisfied with the service that they received from the City in 2007. Twenty percent (20%) of respondents indicated that they were dissatisfied with the Partners' performance, and 1% were unsure. When compared to 2006, the *intensity* of satisfaction among ministerial customers increased significantly, as the percentage who stated that they were very satisfied increased from 39% to 45%.

Question 5: Ministerial *Overall, were you satisfied or dissatisfied with the service that you received from the City of San José on this project?*

FIGURE 12 OVERALL SATISFACTION BY STUDY YEAR: MINISTERIAL



4. Without this instruction, some customers would likely comment on their most memorable experiences with the City, which could be on projects that occurred several years ago.

The following figures display how overall satisfaction with the Partners' performance varied among ministerial customers in 2007 by the form of interview, their role in the project, property type, the number of projects they were involved with in the City of San José in 2007, whether they had a project active during the building inspectors' strike (Nov. 29-Dec.12), whether they had or tried to schedule an inspection during the building inspectors' strike, their involvement in various stages of their most recent project, and whether they had visited the Development Services website in the 12 months preceding the interview. Although there were certainly some differences across customer subgroups (e.g., those who had a project active, a scheduled inspection, or tried to schedule an inspection during the building inspectors' strike being less satisfied than their counterparts) the most striking pattern in each of the figures is the relative consistency of opinion.⁵

FIGURE 13 OVERALL SATISFACTION BY FORM OF INTERVIEW, ROLE WITH PROJECT & PROPERTY TYPE: MINISTERIAL

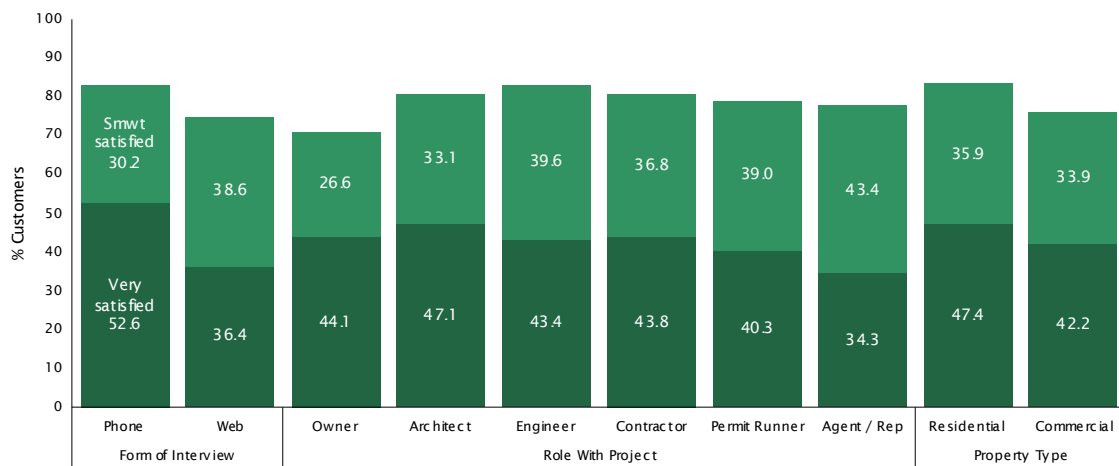
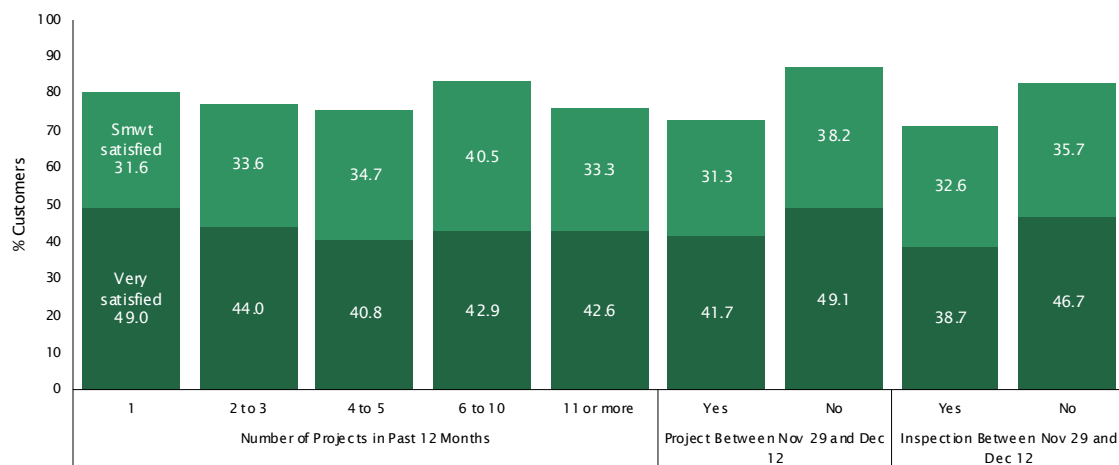
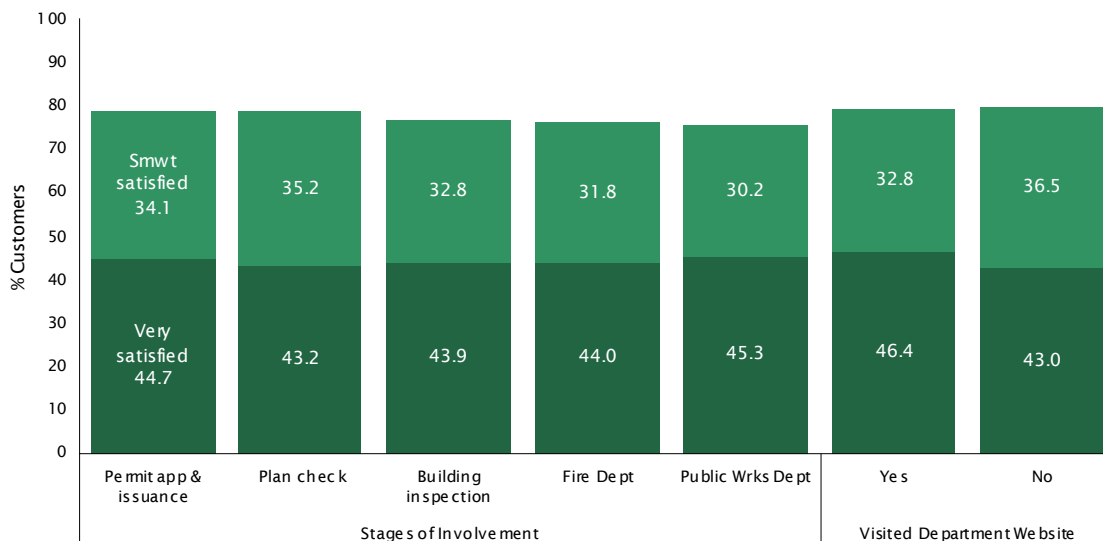


FIGURE 14 OVERALL SATISFACTION BY NUMBER OF PROJECTS IN PAST 12 MONTHS, PROJECT BETWEEN NOV 29 AND DEC 12 & INSPECTION BETWEEN NOV 29 AND DEC 12: MINISTERIAL

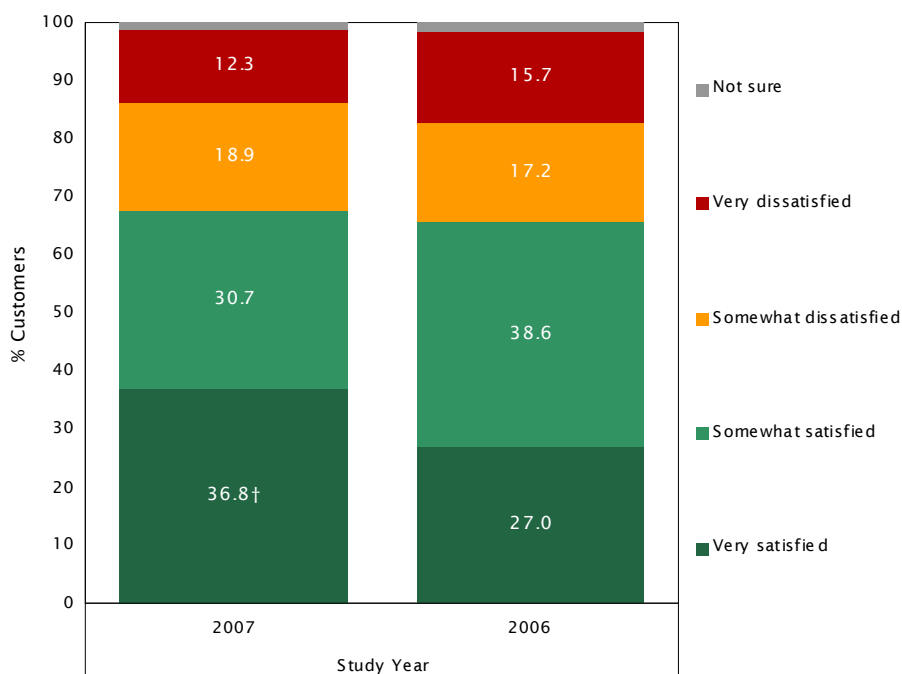


5. The lower levels of satisfaction among those who completed online is a proxy for timing. The website survey was made available prior to the telephone interview, and those customers who are displeased with the Department's performance tend to respond more quickly to the invitation to provide feedback about the Department.

FIGURE 15 OVERALL SATISFACTION BY STAGES OF INVOLVEMENT& VISITED DEPARTMENT WEBSITE: MINISTERIAL

DISCRETIONARY Figure 16 presents the Partners' overall performance rating among discretionary customers in 2007 and 2006 for comparison. More than two-thirds of respondents (68%) indicated that they were either very (37%) or somewhat (31%) satisfied with the service that they received on their most recent project in 2007. Less than one-third (31%) of respondents indicated that they were dissatisfied with the Partners' performance, and approximately 1% were unsure.

Question 3: Discretionary Overall, were you satisfied or dissatisfied with the service that you received from the City of San José on this project?

FIGURE 16 OVERALL SATISFACTION BY STUDY YEAR: DISCRETIONARY

Like their ministerial counterparts, the *intensity* of satisfaction among discretionary customers increased significantly in the past year, as the percentage who stated that they were very satisfied increased from 27% to 37%.

† Statistically significant change ($p < 0.05$) between the 2006 and 2007 studies.

Whereas overall satisfaction levels were generally similar across subgroups of ministerial customers (see Figures 13-15), opinions varied more among some subgroups of discretionary customers (see Figures 17-19). When compared to their respective counterparts, those who participated in the survey via telephone, architects, customers who had four to five projects in the City in the past year, those who did not have a project active during the building inspectors' strike, those who did not work with a Project Manager, and those who had not visited the Development Services website in the 12 months preceding the interview were the most likely to report being satisfied.

FIGURE 17 OVERALL SATISFACTION BY FORM OF INTERVIEW, ROLE WITH PROJECT & PROPERTY TYPE: DISCRETIONARY

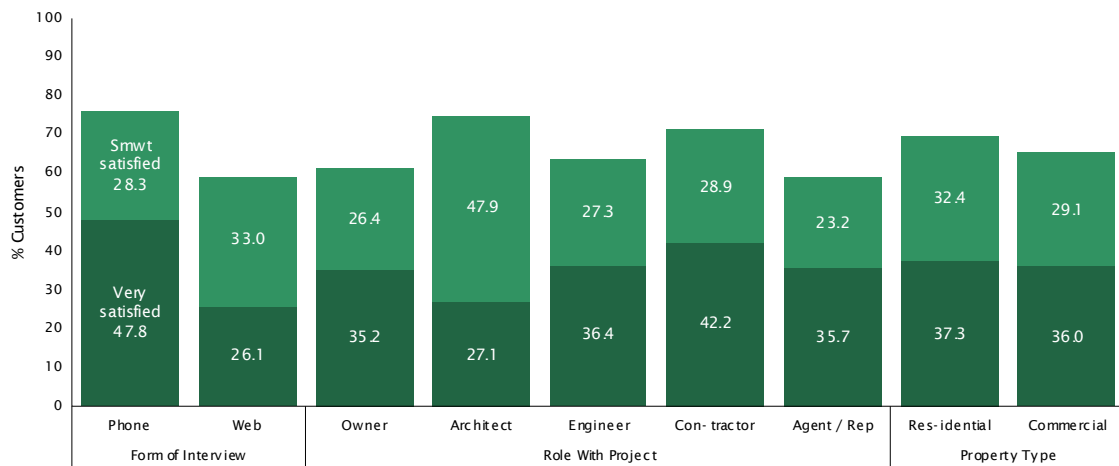


FIGURE 18 OVERALL SATISFACTION BY NUMBER OF PROJECTS IN PAST 12 MONTHS, PROJECT BETWEEN NOV 29 AND DEC 12 & INSPECTION BETWEEN NOV 29 AND DEC 12: DISCRETIONARY

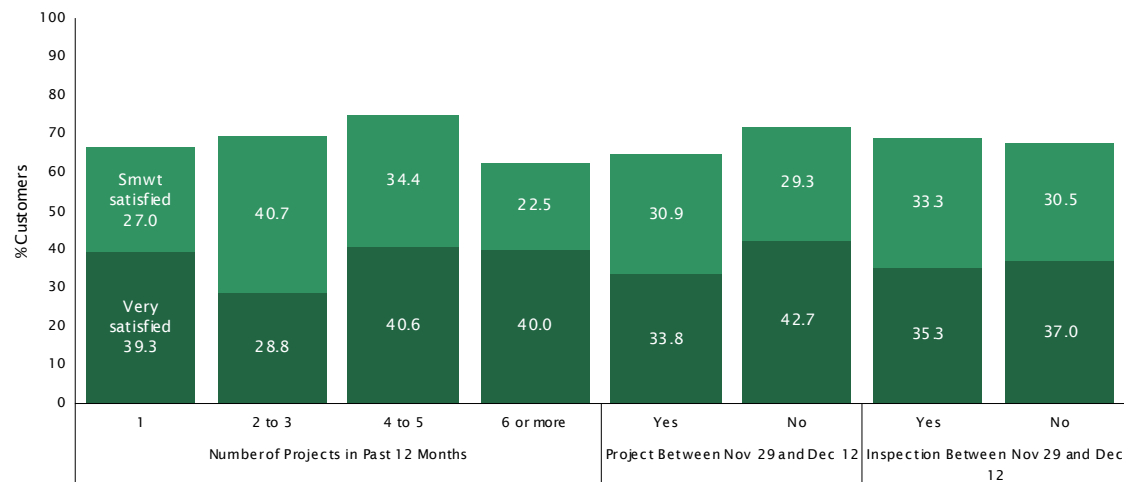
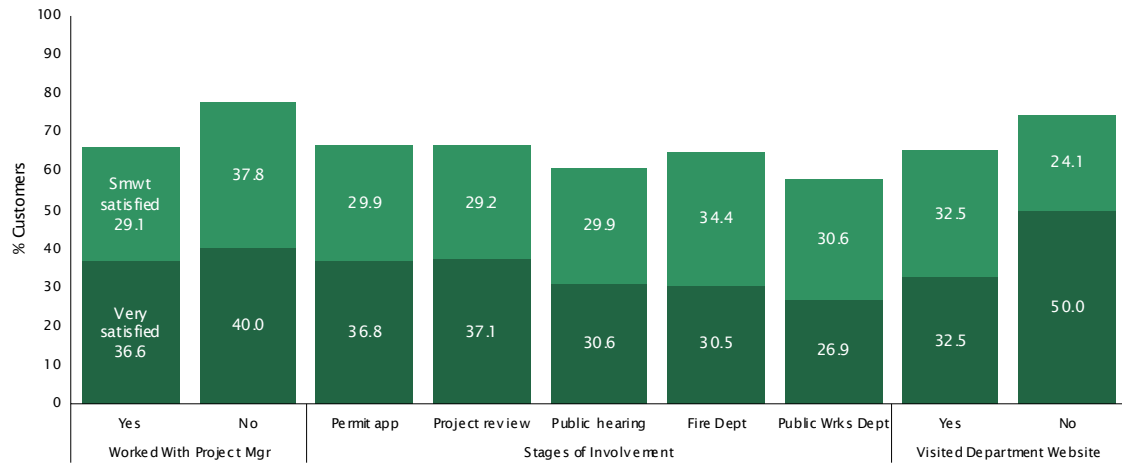


FIGURE 19 OVERALL SATISFACTION BY WORKED WITH PROJECT MANAGER, STAGES OF INVOLVEMENT & VISITED DEPARTMENT WEBSITE: DISCRETIONARY



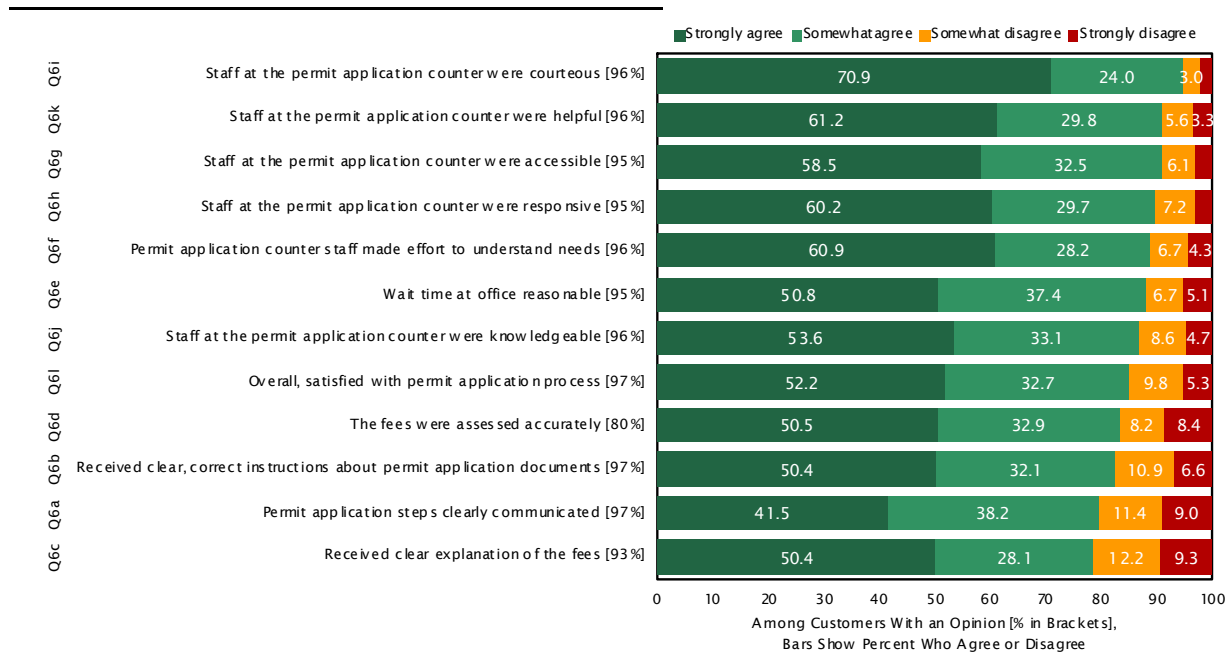
PERMIT APPLICATION & ISSUANCE

Whereas the previous section addressed the Partners' *overall* performance, at this point the survey narrowed to focus on *specific* aspects of the Partners' performance, such as responsiveness, clarity of communication, and accuracy. Because customers varied in their level of involvement on their most recent project, and the Partners' performance can fluctuate across stages of a project, the questions were divided into the three key stages discussed previously for ministerial and discretionary projects, respectively. Only customers who indicated they were personally involved in a stage were administered questions related to the stage. Questions relating to the permit application and issuance stage are presented in this section of the report. Questions relating to plan check/review, inspections, and public hearings are discussed in later sections.

MINISTERIAL Overall, 89% of ministerial customers indicated that they were personally involved in the permit application and issuance stage on their most recent project. Question 6 was designed to measure the Partners' performance in meeting these customers' needs during said stage. For each of the 12 statements shown to the left of Figure 20 that comment on a specific aspect of the Partners' performance, respondents were simply asked to indicate their level of agreement with the statement. The higher the level of agreement, the more favorable a customer's opinion of the Partners' performance.

Question 6: Ministerial *Next, I'm going to read several statements about the Building permit application and issuance stage of the process. I'd like you to tell me whether or not you agree or disagree with the statement based on your own experience.*

FIGURE 20 AGREEMENT WITH PERMIT APPLICATION & ISSUANCE STATEMENTS: MINISTERIAL⁶



6. The percentage who held an opinion for each statement is shown to the right of the statement in brackets. The percentages shown in the bars are among those with an opinion, which allows for a more direct and meaningful comparison of responses across the statements tested. Additionally, because of size constraints of the charts, a number is not shown within bars that represent less than 3% of respondents. These conventions are used throughout this report for all figures that show levels of agreement in percentage form.

Overall, more than 85% of ministerial customers agreed that staff at the permit counter were courteous (95%), accessible (91%), helpful (91%), responsive (90%), knowledgeable (87%), and made an effort to understand their needs as a customer (89%). The vast majority of ministerial customers also agreed that they received a clear explanation of the fees, taxes and deposits (79%), that the fees and taxes were assessed accurately (84%), and that the wait time at the permit counter before being assisted by staff was reasonable (88%). Ministerial customers were also generally satisfied with staff's efforts to communicate the process and steps needed to obtain a permit (80%), and provide clear, correct instructions about the documents needed to apply for a permit (83%). Overall, 85% of ministerial customers in 2007 indicated that they were satisfied with the service they received during the permit application stage on their most recent project.

Table 6 shows the percentage of ministerial customers who agreed with each performance statement tested during the 2007 and 2006 surveys, respectively, along with the percentage change in agreement between 2006 and 2007. When compared to 2006, there were statistically significant increases (improvements) in 2007 in nine of the performance dimensions tested, and no statistically significant decreases.

TABLE 6 AGREEMENT WITH PERMIT APPLICATION & ISSUANCE STATEMENTS BY STUDY YEAR: MINISTERIAL

	Study Year		Difference in Agreement 06 to 07
	2007	2006	
Staff at the permit application counter were knowledgeable	86.6	80.4	+6.3†
Overall, satisfied with permit application process	84.9	78.8	+6.1†
Permit application steps clearly communicated	79.6	74.0	+5.6†
Staff at the permit application counter were helpful	91.0	85.5	+5.6†
Permit application counter staff made effort to understand needs	89.0	83.9	+5.1†
Received clear, correct instructions about permit application documents	82.5	77.4	+5.0†
Wait time at office reasonable	88.2	83.3	+4.9†
Staff at the permit application counter were accessible	91.0	86.1	+4.9†
Staff at the permit application counter were responsive	89.9	85.1	+4.8†
Staff at the permit application counter were courteous	94.8	92.7	+2.1
Received clear explanation of the fees	78.5	79.9	-1.4
The fees were assessed accurately	83.5	86.2	-2.8

† Statistically significant change ($p < 0.05$) between the 2006 and 2007 studies.

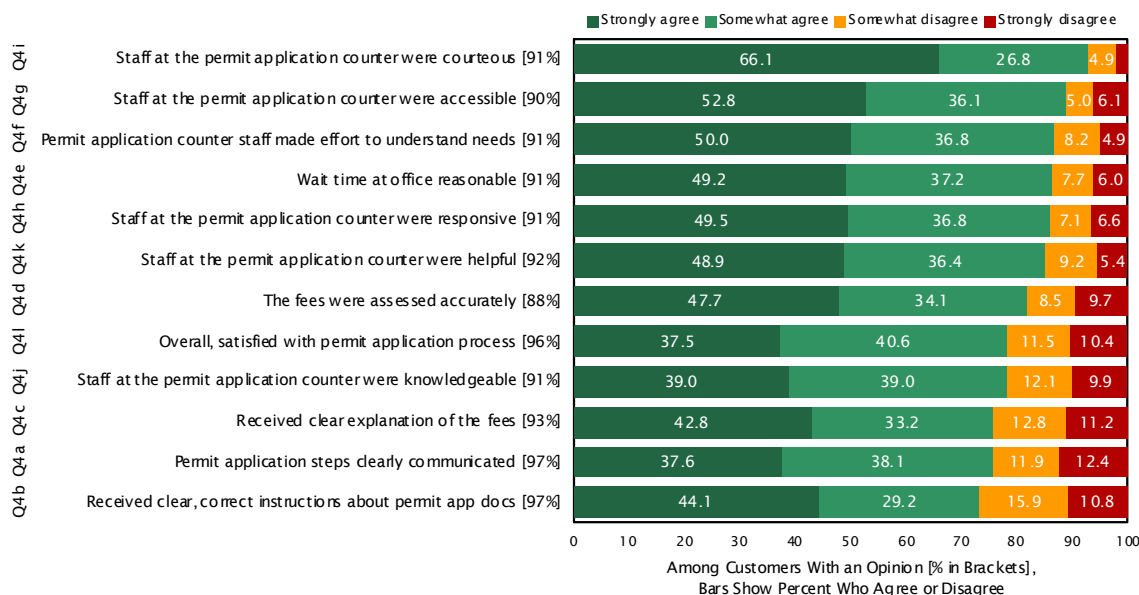
RATINGS BY MINISTERIAL SUBGROUP For the interested reader, Table 7 displays how the level of agreement with each performance-related statement tested in Question 6 for the permit application stage varied according to customers' overall performance ratings for the Partners (Question 5 for ministerial). The table divides those who were satisfied with the Partners' overall performance into one group, and the minority of customers who were dissatisfied into a second group. It also displays the difference between the two groups in the percentage of customers who agreed with each statement tested in Question 6 (far right column). For most of the performance-related statements tested, there was a sizeable difference—thus indicating that customers who were disappointed with the Partners' overall performance were much more likely to also be less pleased (as a group) with specific performance criteria at the permit application stage. Staff courteousness was a notable exception to this pattern.

TABLE 7 AGREEMENT WITH PERMIT APPLICATION & ISSUANCE STATEMENTS BY OVERALL SATISFACTION: MINISTERIAL

	Overall Satisfaction (Q5)		Difference Between Groups
	Very or somewhat satisfied	Very or somewhat dissatisfied	
Overall, satisfied with permit application process	95.6	41.1	54.5
Received clear, correct instructions about permit application documents	91.6	47.4	44.2
Permit application steps clearly communicated	88.4	45.9	42.5
Staff at the permit application counter were knowledgeable	94.2	57.5	36.7
Staff at the permit application counter were helpful	98.3	62.9	35.4
Permit application counter staff made effort to understand customer needs	95.9	63.2	32.8
Received clear explanation of the fees	85.3	53.4	31.9
Staff at the permit application counter were responsive	95.9	65.9	30.0
The fees were assessed accurately	89.8	60.3	29.4
Staff at the permit application counter were accessible	95.6	73.3	22.3
Wait time at office reasonable	92.2	72.0	20.2
Staff at the permit application counter were courteous	97.5	85.7	11.8

DISCRETIONARY Overall, 89% of discretionary customers indicated that they were personally involved in the permit application stage on their most recent project. In the same manner described previously for ministerial projects, customers with discretionary projects were asked whether they agreed or disagreed with a series of statements regarding various aspects of the Partners' performance on their most recent project during the permit application stage. The statements tested, as well as the results for each statement, are shown in Figure 21.

Question 4: Discretionary *Next, I'm going to read several statements about submitting a Planning permit application during the entitlement stage of the process. I'd like you to tell me whether or not you agree or disagree with the statement based on your own experience. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 21 AGREEMENT WITH PERMIT APPLICATION STATEMENTS: DISCRETIONARY


Overall, at least 75% of discretionary customers agreed that staff at the permit counter were courteous (93%), accessible (89%), helpful (85%), responsive (86%), knowledgeable (78%), and made an effort to understand their needs as a customer (87%). More than 80% of discretionary customers also agreed that the wait time at the permit counter before being assisted by staff was reasonable (86%), and that the fees were assessed accurately (82%). When compared to the other performance dimensions tested, communication received the lowest satisfaction scores—including communicating the process and steps needed to obtain a permit (76%), providing clear, correct instructions about the documents needed to apply for a permit (73%), and providing a clear explanation of the fees (76%). Overall, 78% of discretionary customers indicated that they were satisfied with the service they received during the permit application stage on their most recent project.

When compared to 2006, there were no statistically significant changes in the percentage of discretionary customers who agreed with each of the performance-related statements that pertained to the permit application stage (see Table 8).

TABLE 8 AGREEMENT WITH PERMIT APPLICATION STATEMENTS BY STUDY YEAR: DISCRETIONARY

	Study Year		Difference in Agreement 06 to 07
	2007	2006	
Received clear explanation of the fees	75.9	71.3	+4.6
Wait time at office reasonable	86.3	85.3	+1.0
Received clear, correct instructions about permit app docs	73.3	73.2	+0.2
The fees were assessed accurately	81.8	82.1	-0.2
Staff at the permit application counter were responsive	86.3	87.1	-0.8
Permit application counter staff made effort to understand needs	86.8	87.9	-1.1
Permit application steps clearly communicated	75.8	76.9	-1.1
Staff at the permit application counter were accessible	88.9	90.0	-1.1
Staff at the permit application counter were helpful	85.3	86.7	-1.3
Staff at the permit application counter were courteous	92.9	95.8	-2.9
Overall, satisfied with permit application process	78.1	81.3	-3.1
Staff at the permit application counter were knowledgeable	78.0	82.6	-4.6

RATINGS BY DISCRETIONARY SUBGROUP In a manner identical to Table 7 on page 32, Table 9 displays how the level of agreement with each performance-related statement tested in Question 4 for the permit application stage varied according to customers' overall performance ratings for the Partners (Question 3 for discretionary customers). Once again, the results indicate that the minority of customers who were dissatisfied with the Partners' overall performance were also much more likely than their counterparts to be disappointed with the Partners' performance on each of the dimensions tested for the permit application process. The exceptions to this pattern were found with respect to staff courteousness and perceptions of the wait time at the permit counter.

TABLE 9 AGREEMENT WITH PERMIT APPLICATION STATEMENTS BY OVERALL SATISFACTION: DISCRETIONARY

	Overall Satisfaction (Q3)		Difference Between Groups
	Very or somewhat satisfied	Very or somewhat dissatisfied	
Overall, satisfied with permit application process	94.7	43.3	51.3
Staff at the permit application counter were knowledgeable	92.7	46.6	46.1
Permit application steps clearly communicated	90.0	47.6	42.4
Received clear, correct instructions about permit application documents	84.8	50.0	34.8
Staff at the permit application counter were responsive	95.9	65.5	30.4
Staff at the permit application counter were helpful	94.4	65.5	28.9
Permit application counter staff made effort to understand customer needs	95.9	67.2	28.7
Received clear explanation of the fees	84.4	56.9	27.5
The fees were assessed accurately	89.1	66.1	23.0
Staff at the permit application counter were accessible	95.9	74.1	21.7
Staff at the permit application counter were courteous	98.4	81.4	17.0
Wait time at office reasonable	91.1	76.3	14.8

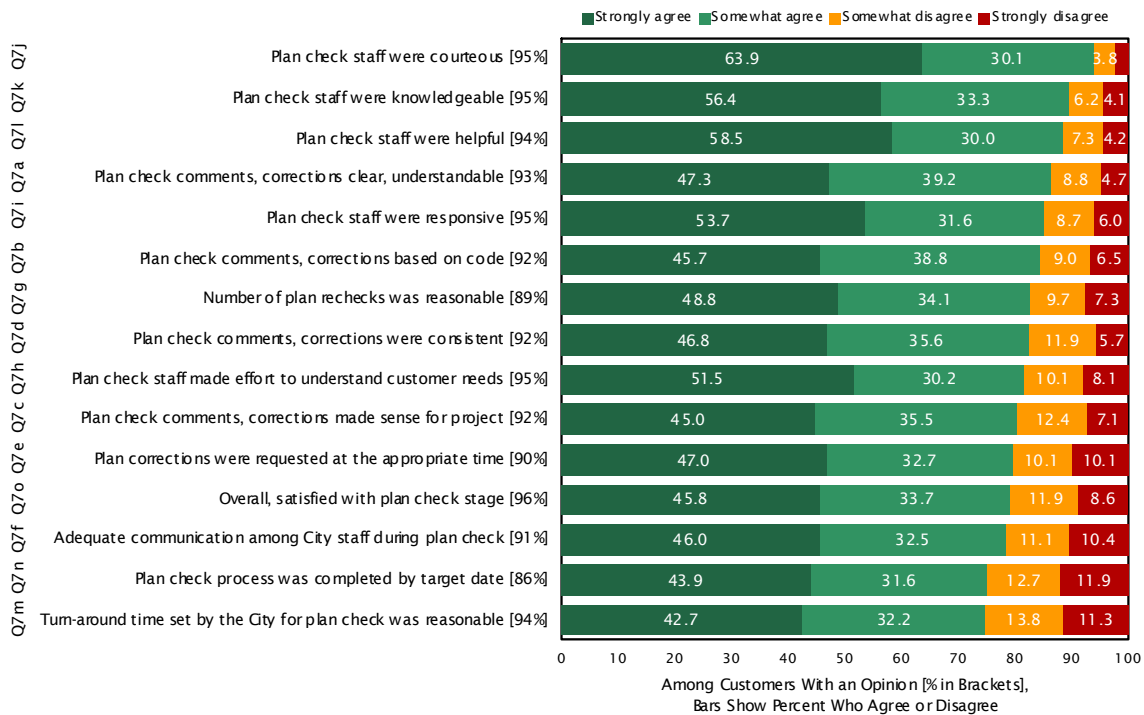
PLAN CHECK & PLAN REVIEW

Once customers have successfully completed the permit application stage, a project enters the plan check (ministerial) or plan review (discretionary) stage. At this stage, plans submitted in connection with the permit application are reviewed by plan check staff for compliance with State- and City-adopted codes and regulations. Any necessary changes are noted in a plan check correction list and must be corrected by the customer prior to permit issuance. Overall, 79% of ministerial customers and 90% of discretionary customers reported they were *personally* involved in the plan check or plan review stage, respectively.

MINISTERIAL Ministerial customers' satisfaction with the Partners' performance during the plan check stage was measured in the same manner described previously for the permit application stage. For each of the performance-related statements paraphrased in Figure 22, respondents were simply asked to indicate whether they agreed or disagreed with the statement based on their most recent experience with the City.

Question 7: Ministerial *Next, I'm going to read several statements about the Building plan check process. I'd like you to tell me whether you agree or disagree with the statement based on your own experience. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 22 AGREEMENT WITH PLAN CHECK STATEMENTS: MINISTERIAL



Overall, at least 80% of ministerial customers agreed that plan check staff were courteous (94%), knowledgeable (90%), helpful (89%), responsive (85%), and made an effort to understand their needs as a customer (82%). A similarly high percentage of ministerial customers also agreed that plan check comments were clear and understandable (87%), were based on the code (84%), were consistent (82%), made sense for the project (81%), and the number of plan rechecks was reasonable (83%). When compared to the other performance dimensions tested, ministerial customers expressed somewhat lower levels of satisfaction with the timing of plan correction requests (80%), the reasonableness of the turn-around time set by the City for plan check (75%), the City's performance in meeting the target date set for completing plan check (75%), and the adequacy of communication between city staff about the project during plan check (79%). Overall, 80% of ministerial customers indicated that they were satisfied with the service they received during the plan check stage.

When compared to 2006, there were statistically significant increases (improvements) in 2007 in eight of the performance dimensions tested with respect to the plan check stage among ministerial customers, and no statistically significant decreases (Table 10).

TABLE 10 AGREEMENT WITH PLAN CHECK STATEMENTS BY STUDY YEAR: MINISTERIAL

	Study Year		Difference in Agreement 06 to 07
	2007	2006	
Adequate communication among City staff during plan check	78.5	70.5	+7.9†
Plan check staff were responsive	85.2	78.2	+7.0†
Plan corrections were requested at the appropriate time	79.7	73.5	+6.3†
Plan check process was completed by target date	75.4	70.2	+5.2†
Plan check staff made effort to understand customer needs	81.8	76.8	+5.0†
Number of plan rechecks was reasonable	82.9	78.0	+4.9†
Plan check staff were helpful	88.5	84.1	+4.4†
Plan check staff were knowledgeable	89.7	85.5	+4.2†
Plan check comments, corrections based on code	84.4	80.6	+3.8
Plan check staff were courteous	94.0	90.7	+3.3
Overall, satisfied with plan check stage	79.5	76.5	+3.0
Turn-around time set by the City for plan check was reasonable	74.9	72.0	+2.9
Plan check comments, corrections were consistent	82.4	80.1	+2.3
Plan check comments, corrections made sense for project	80.5	79.4	+1.1
Plan check comments, corrections clear, understandable	86.5	86.1	+0.4

† Statistically significant change ($p < 0.05$) between the 2006 and 2007 studies.

RATINGS BY MINISTERIAL SUBGROUP Table 11 displays how the level of agreement with each performance-related statement tested in Question 7 for the plan check stage varied according to ministerial customers' overall performance ratings for the Partners (Question 5). Once again, the results indicate that the minority of customers who were dissatisfied with the Partners' overall performance were also less likely than their counterparts to be satisfied with the Partners' performance on each of the dimensions tested for the plan check stage.

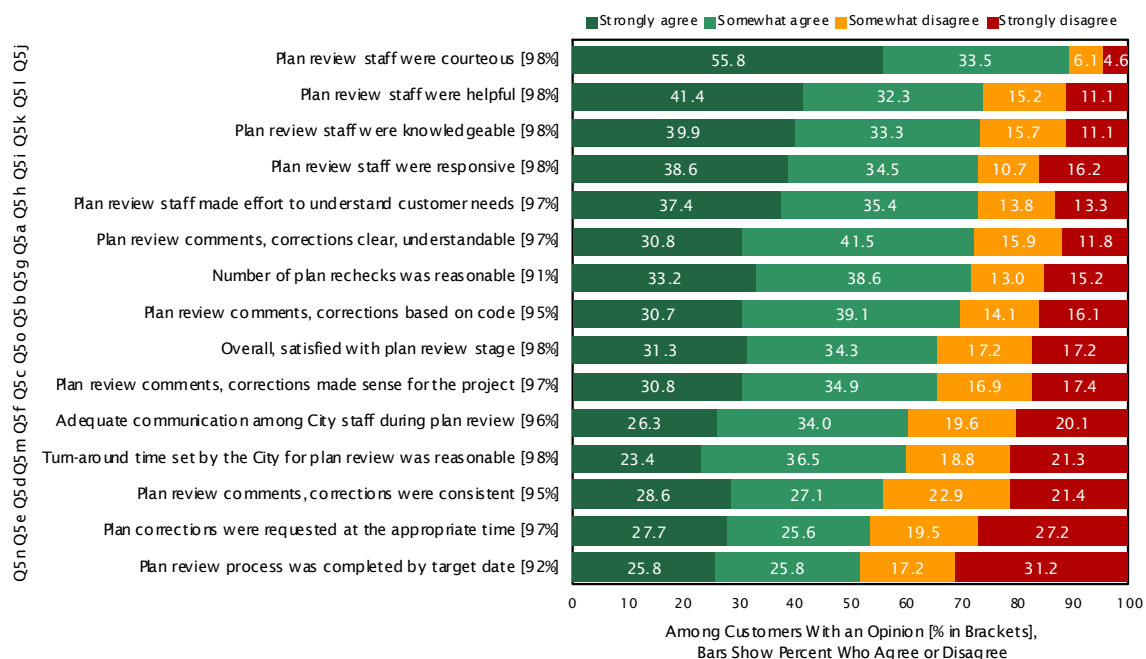
TABLE 11 AGREEMENT WITH PLAN CHECK STATEMENTS BY OVERALL SATISFACTION: MINISTERIAL

	Overall Satisfaction (Q5)		Difference Between Groups
	Very or somewhat satisfied	Very or somewhat dissatisfied	
Overall, satisfied with plan check stage	93.6	25.8	67.7
Adequate communication among City staff during plan check	89.3	36.0	53.3
Plan check staff made effort to understand customer needs	92.8	40.3	52.5
Plan check comments, corrections made sense for project	91.0	39.8	51.2
Turn-around time set by the City for plan check was reasonable	85.4	35.6	49.8
Plan check process was completed by target date	85.1	37.1	47.9
Plan check staff were responsive	95.2	47.5	47.7
Plan corrections were requested at the appropriate time	88.3	47.8	40.4
Number of plan rechecks was reasonable	91.3	51.3	40.0
Plan check comments, corrections based on code	92.6	52.6	40.0
Plan check staff were helpful	96.3	58.5	37.8
Plan check comments, corrections were consistent	90.1	53.5	36.6
Plan check staff were knowledgeable	96.8	63.0	33.7
Plan check comments, corrections clear, understandable	92.6	63.2	29.4
Plan check staff were courteous	97.6	80.0	17.6

DISCRETIONARY Discretionary customers were provided with a nearly identical set of statements regarding the Partners' performance during the plan review stage of their most recent project. The statements tested, as well as the results for each statement, are shown in Figure 23.

Question 5: Discretionary *Next, I'm going to read several statements about the City's process of reviewing the plans you submitted for a Planning permit. I'd like you to tell me whether or not you agree or disagree with the statement based on your own experience. Here is the (first/next) one: ----- Do you agree or disagree with this statement?*

FIGURE 23 AGREEMENT WITH PLAN REVIEW STATEMENTS: DISCRETIONARY



When compared to ministerial customers, discretionary customers were less pleased with the Partners' performance during the plan review stage on each of the dimensions tested. Overall, at least two-thirds of discretionary customers agreed that plan check staff were courteous (89%), knowledgeable (73%), helpful (74%), responsive (73%), and made an effort to understand their needs as a customer (73%). Although at least two-thirds of discretionary customers also felt that plan review comments were clear and understandable (72%), were based on the code (70%), and the number of plan rechecks was reasonable (72%), fewer perceived that the comments and corrections made sense for the project (66%), and that the comments and corrections were consistent (56%).

Like their ministerial counterparts, discretionary customers expressed the lowest levels of satisfaction with the timing of plan correction requests (53%), the reasonableness of the turn-around time set by the City for plan review (60%), the City's performance in meeting the target date set for completing plan review (52%), and the adequacy of communication between city staff about the project during plan review (60%). Overall, 66% of discretionary customers indicated that they were satisfied with the service they received during the plan review stage.

When compared to 2006, there were no statistically significant changes in the percentage of discretionary customers who agreed with each of the performance-related statements that pertained to the plan review stage (Table 12).

TABLE 12 AGREEMENT WITH PLAN REVIEW STATEMENTS BY STUDY YEAR: DISCRETIONARY

	Study Year		Difference in Agreement 06 to 07
	2007	2006	
Adequate communication among City staff during plan review	60.3	53.6	+6.7
Number of plan rechecks was reasonable	71.7	65.6	+6.2
Turn-around time set by the City for plan review was reasonable	59.9	54.7	+5.2
Plan review staff were responsive	73.1	68.6	+4.5
Overall, satisfied with plan review stage	65.7	62.3	+3.4
Plan review staff made effort to understand customer needs	72.8	69.6	+3.2
Plan review process was completed by target date	51.6	48.8	+2.8
Plan corrections were requested at the appropriate time	53.3	50.7	+2.6
Plan review comments, corrections made sense for the project	65.6	63.0	+2.6
Plan review staff were helpful	73.7	74.2	-0.5
Plan review comments, corrections based on code	69.8	70.9	-1.1
Plan review staff were courteous	89.3	90.7	-1.3
Plan review comments, corrections clear, understandable	72.3	75.3	-3.0
Plan review comments, corrections were consistent	55.7	59.9	-4.2
Plan review staff were knowledgeable	73.2	78.0	-4.8

RATINGS BY DISCRETIONARY SUBGROUP Table 13 on the next page displays how the level of agreement with each performance-related statement tested in Question 5 for the plan review stage varied according to discretionary customers' overall performance ratings for the Partners (Question 3).

TABLE 13 AGREEMENT WITH PLAN REVIEW STATEMENTS BY OVERALL SATISFACTION: DISCRETIONARY

	Overall Satisfaction (Q3)		Difference Between Groups
	Very or somewhat satisfied	Very or somewhat dissatisfied	
Overall, satisfied with plan review stage	90.1	16.9	73.2
Plan review staff were responsive	92.4	35.4	57.0
Plan review staff were knowledgeable	91.7	35.9	55.7
Plan review staff made effort to understand customer needs	90.8	36.5	54.3
Plan review staff were helpful	91.7	37.5	54.2
Plan review comments, corrections based on code	86.8	32.8	54.0
Number of plan rechecks was reasonable	88.1	35.7	52.4
Plan corrections were requested at the appropriate time	70.0	20.6	49.4
Plan review process was completed by target date	68.0	18.6	49.4
Plan review comments, corrections were consistent	71.9	22.6	49.3
Plan review comments, corrections made sense for the project	80.8	33.3	47.4
Plan review comments, corrections clear, understandable	87.7	40.6	47.1
Adequate communication among City staff during plan review	75.8	29.7	46.1
Turn-around time set by the City for plan review was reasonable	74.2	30.2	44.1
Plan review staff were courteous	96.2	74.6	21.6

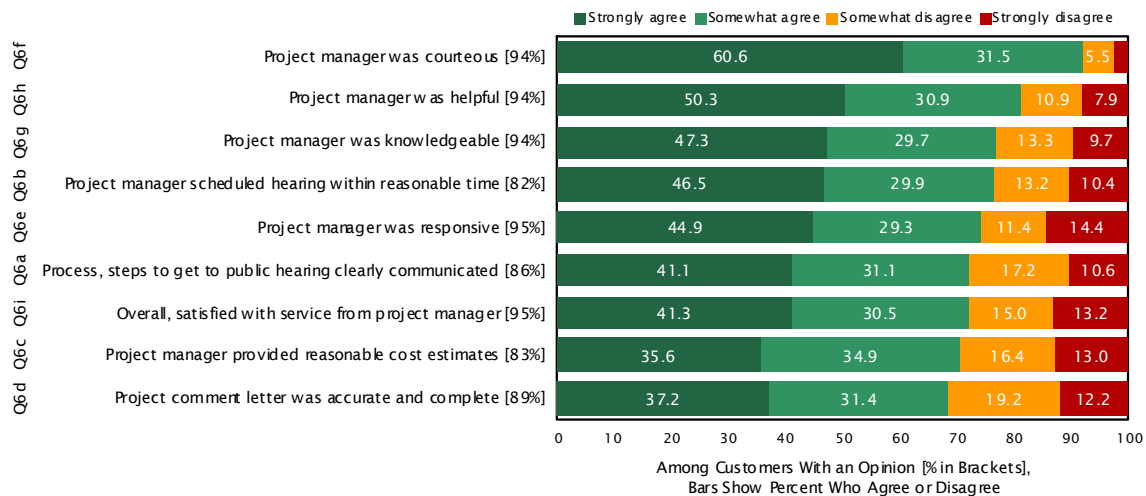
PROJECT MANAGER

Most discretionary projects are assigned a Project Manager to serve as a single point-of-contact for the customer. The purpose of a Project Manager is to ensure that plan reviews are conducted in a timely and predictable manner, that code issues are resolved, and that the project is brought to an appropriate decision point, such as a public hearing, redesign, or construction permit issuance. Overall, 77% of discretionary customers indicated they personally worked with a Project Manager assigned by the City on their most recent project.

Question 6 in the discretionary survey was designed to measure customers' satisfaction with the performance of their Project Manager on their most recent project. As in previous sections, respondents were provided with a series of performance-related statements about the Project Manager and asked whether they agreed or disagreed with the statement. The statements tested and the results for each statement are shown in Figure 24 below.

Question 6: Discretionary *Next, I'm going to read several statements about the project manager assigned to the project by the City. I'd like you to tell me whether you agree or disagree with the statement based on your own experience. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 24 AGREEMENT WITH PROJECT MANAGER STATEMENTS: DISCRETIONARY



Overall, at least three-quarters of discretionary customers agreed that the Project Manager was courteous (92%), knowledgeable (77%), helpful (81%), and responsive (74%). More than two-thirds of discretionary customers also agreed that the Project Manager communicated clearly regarding the process and steps needed to get to a public hearing (72%), that once all of the documents were ready, the Project Manager scheduled the hearing within a reasonable amount of time (76%), the Project Manager provided reasonable estimates of the processing costs throughout the project (71%), and that the project comment letter was accurate and complete (69%). Overall, 72% of customers indicated that they were satisfied with the service they received from the Project Manager on their most recent discretionary project.

When compared to 2006, there were no statistically significant changes in the percentage of discretionary customers who agreed with each of the performance-related statements that pertained to the Project Manager (Table 14).

TABLE 14 AGREEMENT WITH PROJECT MANAGER STATEMENTS BY STUDY YEAR: DISCRETIONARY

	Study Year		Difference in Agreement 06 to 07
	2007	2006	
Project manager was helpful	81.2	75.9	+5.3
Project manager was responsive	74.3	73.0	+1.3
Overall, satisfied with service from project manager	71.9	70.9	+1.0
Project manager was courteous	92.1	92.0	+0.1
Project manager scheduled hearing within reasonable time	76.4	77.1	-0.7
Project comment letter was accurate and complete	68.6	71.4	-2.8
Project manager provided reasonable cost estimates	70.5	75.0	-4.5
Process, steps to get to public hearing clearly communicated	72.2	76.7	-4.5
Project manager was knowledgeable	77.0	81.6	-4.7

RATINGS BY DISCRETIONARY SUBGROUP Table 15 below displays how the level of agreement with each performance-related statement tested in Question 6 for the Project Manager varied according to discretionary customers' overall performance ratings for the Partners (Question 3).

TABLE 15 AGREEMENT WITH PROJECT MANAGER STATEMENTS BY OVERALL SATISFACTION: DISCRETIONARY

	Overall Satisfaction (Q3)		Difference Between Groups
	Very or somewhat satisfied	Very or somewhat dissatisfied	
Overall, satisfied with service from project manager	92.6	32.8	59.8
Project comment letter was accurate and complete	85.7	32.0	53.7
Project manager was responsive	91.7	41.4	50.3
Project manager was knowledgeable	92.6	46.4	46.2
Project manager was helpful	96.3	52.6	43.6
Project manager scheduled hearing within reasonable amount of time	91.3	49.0	42.3
Process, steps needed to get to public hearing clearly communicated	85.4	48.1	37.3
Project manager provided reasonable cost estimates	81.1	50.0	31.1
Project manager was courteous	99.1	78.6	20.5

PUBLIC HEARING

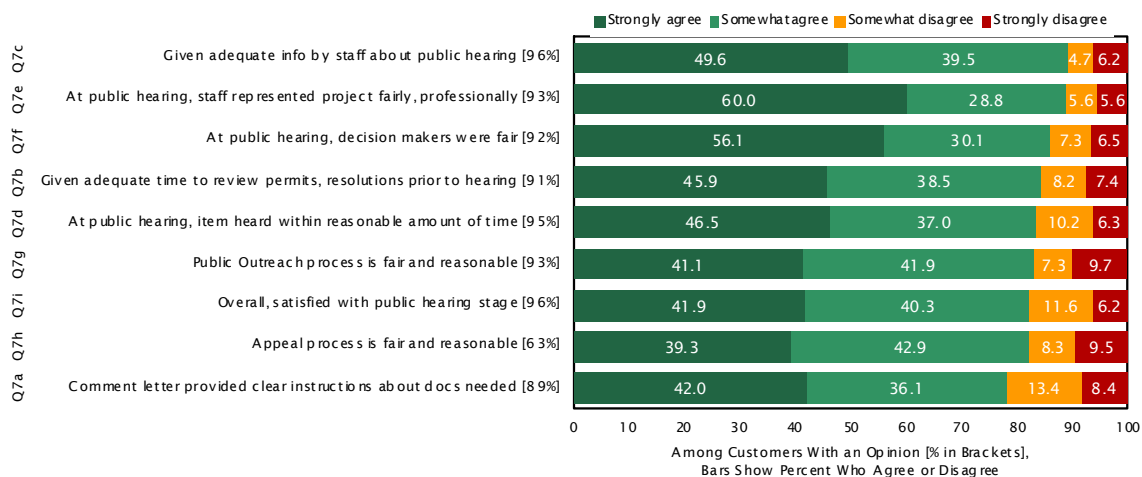
The approval of ministerial projects is based solely on whether a project complies with regulations of the Municipal Code and, where applicable, any prior approved discretionary decision. If a project complies, the City must, by law, issue a permit.

Discretionary projects, on the other hand, are labeled as such because some level of discretion is given to the assigned decision makers when deciding whether to approve or deny a project. This decision usually takes place at a noticed public hearing once the plans are submitted and Development Services staff has reviewed them against codes for discretionary permits. Community groups also play a role in this process by reviewing plans and making recommendations to the City Council, Planning Commission and other decision makers.

Overall, 60% of discretionary customers indicated they were personally involved in the public hearing stage on their most recent project. Question 7 in the discretionary survey was designed to measure customers' satisfaction with the public hearing process. As in previous sections, respondents were provided with a series of statements about the public hearing process and asked whether they agreed or disagreed with the statement. The statements tested and the results for each statement are shown in Figure 25.

Question 7: Discretionary *Next, I'm going to read several statements about the public hearing process. I'd like you to tell me whether you agree or disagree with the statement based on your own experience. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 25 AGREEMENT WITH PUBLIC HEARING STATEMENTS: DISCRETIONARY



Opinions about the public hearing process were reasonably consistent regardless of what aspect of the process was referenced. Approximately 85% of discretionary customers agreed that staff represented their project in a fair, professional manner (89%), that the decision-makers were fair in how they made their decisions (86%), and that they were given adequate information by staff about how the public hearing process would go (89%). Over 80% of customers perceived that the item was heard within a reasonable amount of time at the public hearing (84%), that the appeal process is fair and reasonable (82%), that they were given adequate time to review permits and

resolutions prior to the public hearing (84%), and that the Public Outreach process is fair and reasonable (83%). A slightly smaller proportion of customers indicated that the project comment letter provided clear and correct instructions about the documents needed before a public hearing could be scheduled (78%). Overall, 82% of discretionary customers indicated that they were satisfied with the service they received during the public hearing stage.

When compared to 2006, there were no statistically significant changes in the percentage of discretionary customers who agreed with each of the performance-related statements that pertained to the public hearing stage (Table 16).

TABLE 16 AGREEMENT WITH PUBLIC HEARING STATEMENTS BY STUDY YEAR: DISCRETIONARY

	Study Year		Difference in Agreement 06 to 07
	2007	2006	
Public Outreach process is fair and reasonable	83.1	75.9	+7.2
Given adequate time to review permits, resolutions prior to hearing	84.4	77.3	+7.1
Given adequate info by staff about public hearing	89.1	83.9	+5.2
At public hearing, staff represented project fairly, professionally	88.8	85.4	+3.4
At public hearing, item heard within reasonable amount of time	83.5	81.0	+2.5
Appeal process is fair and reasonable	82.1	80.8	+1.3
At public hearing, decision makers were fair	86.2	84.9	+1.3
Comment letter provided clear instructions about docs needed	78.2	78.2	-0.0
Overall, satisfied with public hearing stage	82.2	84.6	-2.4

RATINGS BY DISCRETIONARY SUBGROUP Table 17 below displays how the level of agreement with each performance-related statement tested in Question 7 for the public hearing stage varied according to discretionary customers' overall performance ratings for the Partners (Question 3).

TABLE 17 AGREEMENT WITH PUBLIC HEARING STATEMENTS BY OVERALL SATISFACTION: DISCRETIONARY

	Overall Satisfaction (Q3)		Difference Between Groups
	Very or somewhat satisfied	Very or somewhat dissatisfied	
Overall, satisfied with public hearing stage	97.5	57.1	40.3
Appeal process is fair and reasonable	92.5	64.5	27.9
Comment letter provided clear, correct instructions about documents needed	87.8	61.4	26.5
Public Outreach process is fair and reasonable	92.1	68.1	24.0
At public hearing, item heard within reasonable amount of time	92.3	68.7	23.6
At public hearing, decision makers were fair	94.7	71.7	23.0
Given adequate info by staff about public hearing	97.5	75.5	22.0
At public hearing, staff represented project in fair, professional manner	96.1	77.1	19.0
Given adequate time to review permits, resolutions prior to hearing	89.3	76.1	13.2

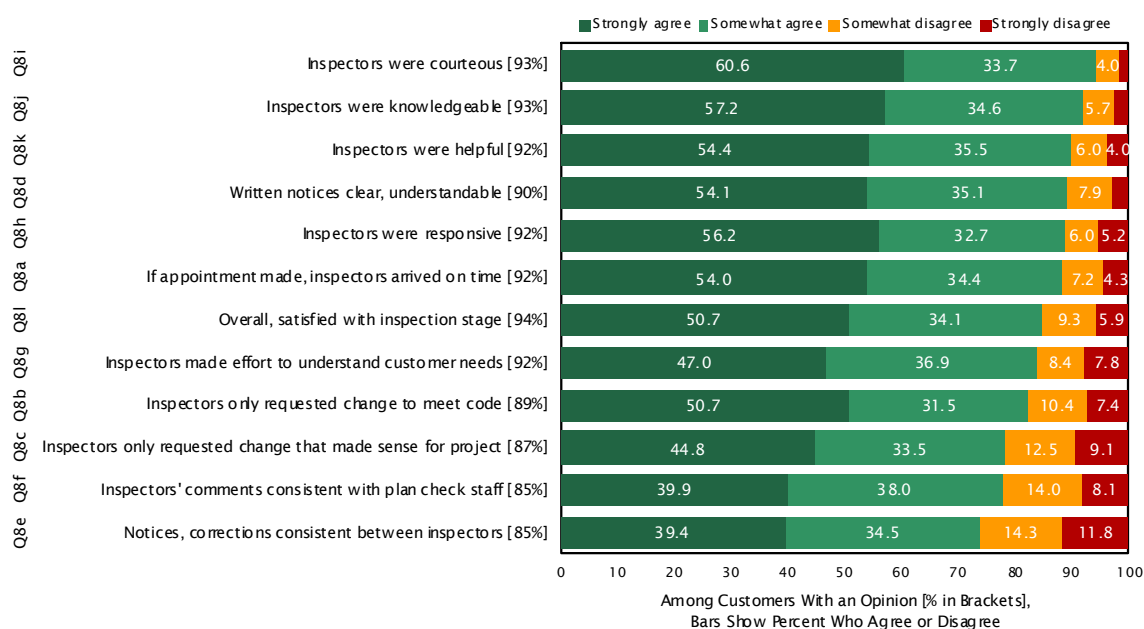
BUILDING INSPECTIONS

The final stage in the process is the inspection stage, which involves the on-site examination of a project completed pursuant to an issued permit. Inspections are conducted to ensure that projects are completed according to plan and are in compliance with all model codes and City ordinances. On-site inspections are conducted by a staff of trained inspectors who specialize in each of the project and permit types. Overall, 49% of ministerial customers indicated they were personally involved in the inspection stage on their most recent project.⁷

As in previous sections, customers' satisfaction with the Partners' performance during the inspection stage was measured by providing them with a series of performance-related statements about the inspection stage and asking whether they agreed or disagreed with the statements. The statements tested and the results for each statement are shown in Figure 26.

Question 8: Ministerial *Next, I'm going to read several statements about the building inspection process. I'd like you to tell me whether you agree or disagree with the statement based on your own experience. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 26 AGREEMENT WITH BUILDING INSPECTION STATEMENTS: MINISTERIAL



In contrast to the public hearing stage, opinions about the inspection stage varied considerably depending on what aspect of the stage was referenced. Overall, the vast majority of customers agreed that inspectors arrived on-time for scheduled appointments (88%) and were courteous (94%), responsive (89%), knowledgeable (92%), helpful (90%), and made an effort to understand their needs as a customer (84%). Moreover, although eight out of ten customers agreed that written notices and corrections were clear and understandable (89%) and that inspectors only

7. Because of the length of the discretionary survey, only ministerial customers were asked questions relating to the inspection stage.

requested a change if it was required to meet code (82%), the levels of agreement were somewhat lower with respect to the perceived consistency of notices and corrections issued by different inspectors on the project (74%), the consistency of inspectors' comments with those of plan check staff (78%), and that changes were requested only if they made sense for the project (78%). Overall, 85% of ministerial customers agreed that they were satisfied with the service they received during the inspection stage of the process.

When compared to 2006, there were statistically significant increases (improvements) in 2007 in four of the performance dimensions tested with respect to the building inspection stage among ministerial customers, and no statistically significant decreases (Table 18).

TABLE 18 AGREEMENT WITH BUILDING INSPECTION STATEMENTS BY STUDY YEAR: MINISTERIAL

	Study Year		Difference in Agreement 06 to 07
	2007	2006	
Inspectors made effort to understand customer needs	83.9	74.9	+8.9†
Inspectors were helpful	90.0	82.8	+7.1†
Inspectors were knowledgeable	91.8	84.8	+7.0†
Written notices clear, understandable	89.2	82.7	+6.5†
Notices, corrections consistent between inspectors	73.9	67.4	+6.5
Inspectors' comments consistent with plan check staff	77.9	72.0	+5.9
Inspectors only requested change that made sense for project	78.4	73.2	+5.2
Inspectors were courteous	94.3	90.5	+3.8
Inspectors were responsive	88.8	86.2	+2.6
Inspectors only requested change to meet code	82.2	79.9	+2.3
Overall, satisfied with inspection stage	84.8	83.0	+1.8
If appointment made, inspectors arrived on time	88.4	90.3	-1.8

† Statistically significant change ($p < 0.05$) between the 2006 and 2007 studies.

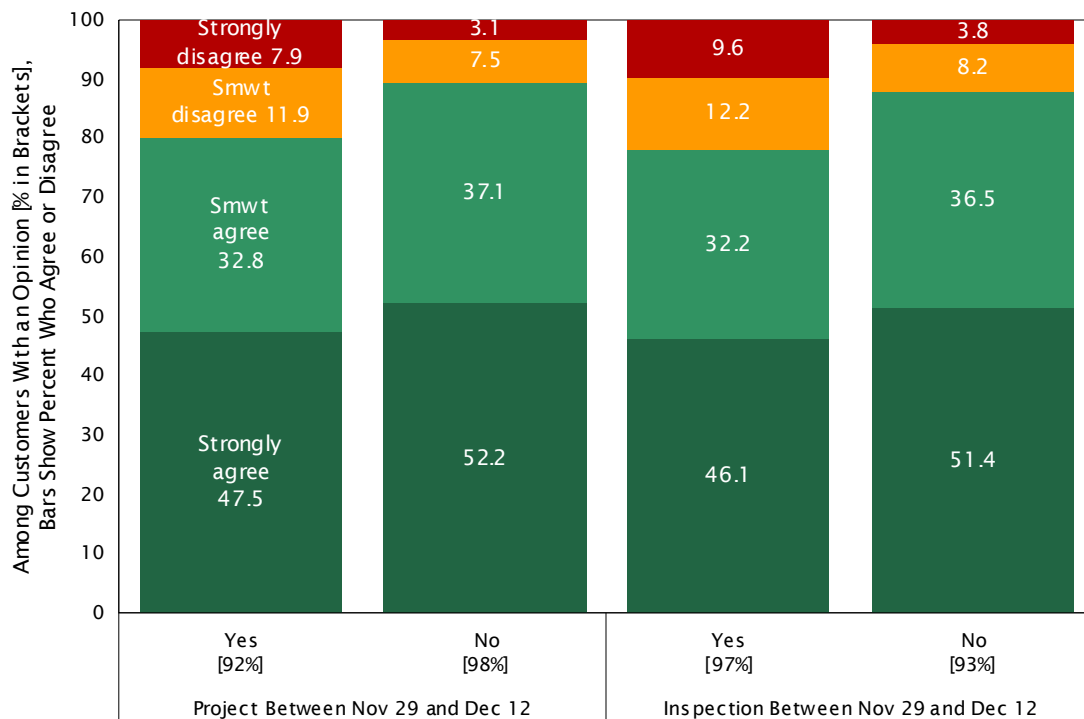
RATINGS BY MINISTERIAL SUBGROUP Table 19 below displays how the level of agreement with each performance-related statement tested in Question 8 for the inspection stage varied according to ministerial customers' overall performance ratings for the Partners (Question 5).

TABLE 19 AGREEMENT WITH BUILDING INSPECTION STATEMENTS BY OVERALL SATISFACTION: MINISTERIAL

	Overall Satisfaction (Q5)		Difference Between Groups
	Very or somewhat satisfied	Very or somewhat dissatisfied	
Overall, satisfied with inspection stage	93.8	53.9	39.9
Inspectors only requested change that made sense for project	86.6	50.0	36.6
Inspectors made effort to understand customer needs	90.4	60.3	30.1
Inspectors only requested change to meet code	87.8	60.6	27.3
Inspectors' comments consistent with plan check staff	84.3	58.0	26.4
If appointment made, inspectors arrived on time	93.8	67.6	26.2
Inspectors were responsive	93.8	69.4	24.4
Notices, corrections consistent between inspectors	79.2	55.7	23.5
Inspectors were helpful	94.5	72.6	21.9
Inspectors were knowledgeable	95.7	78.4	17.3
Written notices clear, understandable	92.9	76.4	16.5
Inspectors were courteous	96.7	86.1	10.6

OVERALL SATISFACTION BY EXPERIENCE WITH STRIKE Between November 29, 2007 and December 12, 2008, the City of San José experienced a shortage of building inspectors due to a labor strike. Figure 27 shows how overall satisfaction with the service received during the building inspection stage on their most recent project varied according to whether a customer had a project active during this period, as well as whether they had (or tried to schedule) an inspection during this period. As shown in the figure, those who had an active project and/or had (or attempted to schedule) an inspection during this period were slightly less satisfied than their respective counterparts. It is worth noting, however, that the only statistically significant difference between the two groups is the percentage who indicated that they *strongly* disagreed with the statements.

FIGURE 27 SATISFACTION WITH BUILDING INSPECTION STAGE BY ACTIVE PROJECT & INSPECTION DURING STRIKE



FIRE DEPARTMENT

Development Services projects that present fire-related issues—such as a need for fire sprinkler systems and/or fire alarm systems—require special permits, project review and inspection by San José's Bureau of Fire Prevention. This section of the report presents the findings of several questions that were designed to profile customers' experiences when interacting specifically with the Fire Department.

RECENT EXPERIENCE WITH FIRE BUREAU The first question in this series was used as a screening question to identify customers who, in the past six months, received permit, plan review and/or inspection services from San José's Fire Department on at least one project. Overall, 41% of ministerial customers surveyed indicated that they had received such services from the Fire Department during the period of interest (see Figure 28). The corresponding figure among discretionary customers was 56% (see Figure 30). Among both customer groups, those working on commercial projects and architects were the most likely to report having a project that required interaction with the Fire Department (see Figures 29 & 31).

Question 9: Ministerial/Question 8: Discretionary *In the past six months, did one or more of your projects require a permit, project review, or inspection from San José's Fire Department?*

FIGURE 28 ONE OR MORE PROJECTS IN PAST SIX MONTHS REQUIRED INVOLVEMENT WITH FIRE DEPARTMENT BY STUDY YEAR: MINISTERIAL

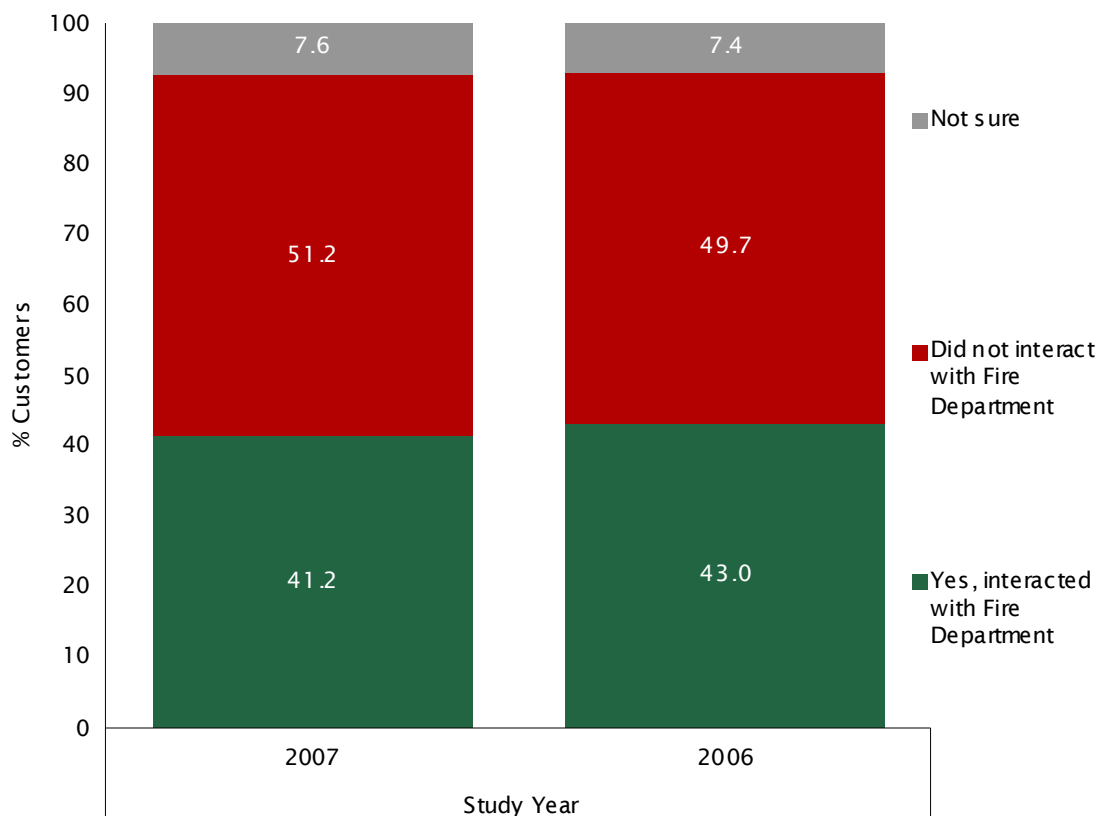


FIGURE 29 ONE OR MORE PROJECTS IN PAST SIX MONTHS REQUIRED INVOLVEMENT WITH FIRE DEPARTMENT BY PROPERTY TYPE & ROLE WITH PROJECT: MINISTERIAL

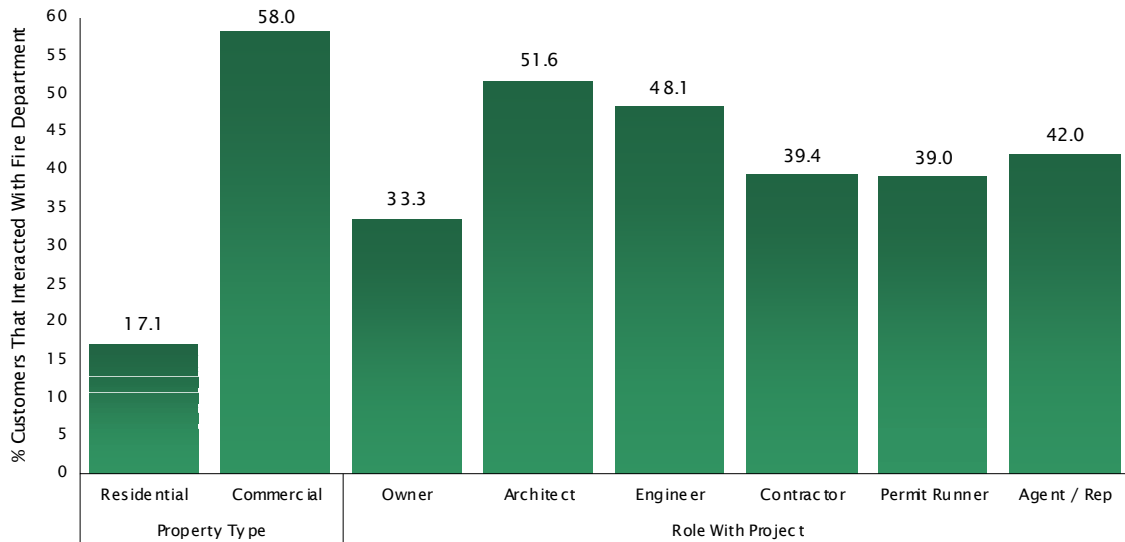


FIGURE 30 ONE OR MORE PROJECTS IN PAST SIX MONTHS REQUIRED INVOLVEMENT WITH FIRE DEPARTMENT BY STUDY YEAR: DISCRETIONARY

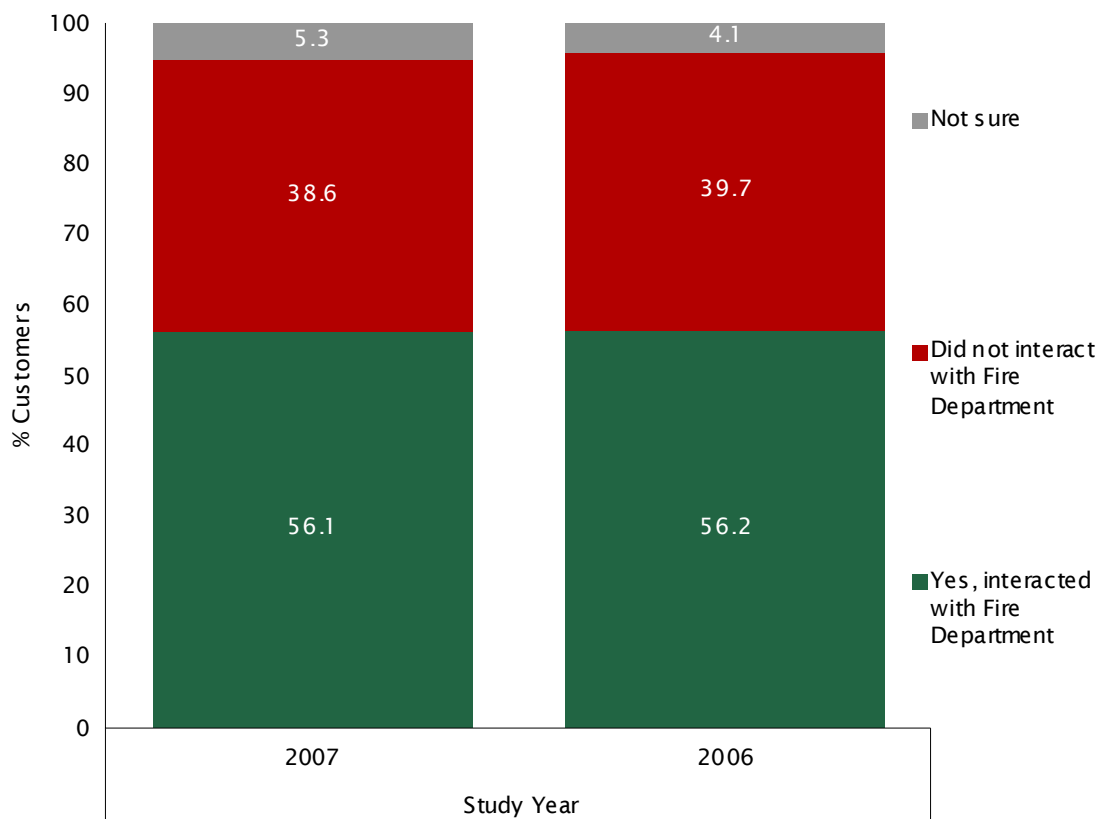
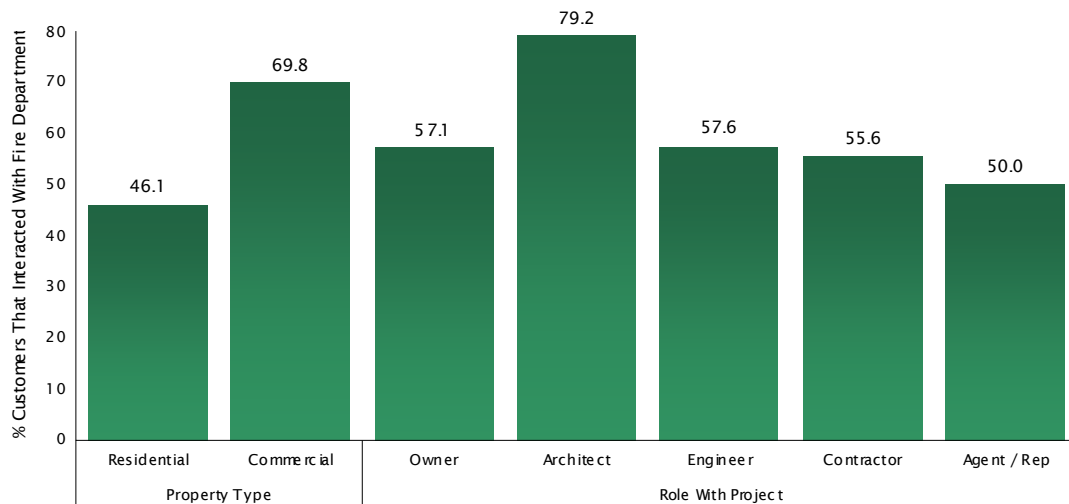


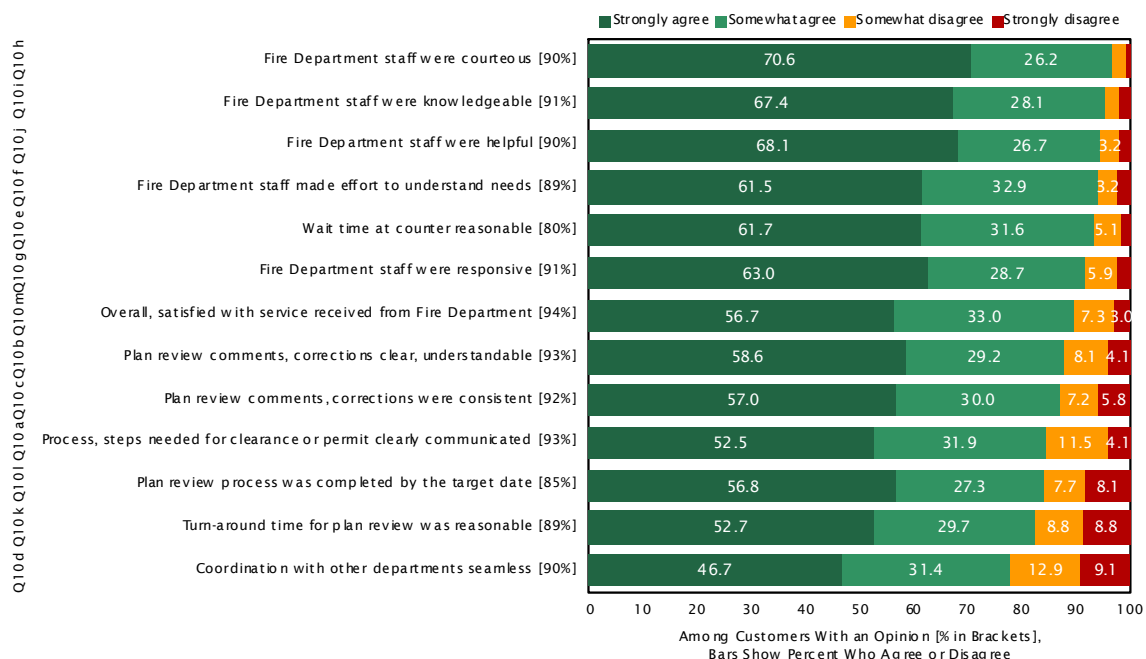
FIGURE 31 ONE OR MORE PROJECTS IN PAST SIX MONTHS REQUIRED INVOLVEMENT WITH FIRE DEPARTMENT BY PROPERTY TYPE & ROLE WITH PROJECT: DISCRETIONARY



MINISTERIAL Ministerial customers' satisfaction with the Fire Bureau's performance on past projects was measured in the same manner described previously throughout this report. For each of the performance-related statements paraphrased in Figure 32, customers were simply asked to indicate whether they agreed or disagreed with the statement based on their recent experience with the Fire Department.

Question 10: Ministerial *Next, I'm going to read several statements about the service you received from San José's Fire Department on these projects. For each statement, please tell me whether you agree or disagree with the statement based on your own experience with the Fire Department. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 32 AGREEMENT WITH FIRE DEPARTMENT STATEMENTS: MINISTERIAL



Overall, at least 90% of ministerial customers agreed that Fire Department staff were courteous (97%), knowledgeable (96%), helpful (95%), responsive (92%), and made an effort to understand their needs as a customer (94%). At least 85% of ministerial customers also agreed that the wait time at the permit counter before being assisted by Fire Department staff was reasonable (93%), that plan review comments and corrections were clear and understandable (88%), and that plan review comments and corrections were consistent (87%). When compared to the other dimensions tested, customers expressed slightly lower levels of satisfaction with respect to timeliness of performance and certain aspects of communication—including communication/coordination between Departments during plan review (78%), communication regarding the process and steps needed to obtain a clearance or permit (84%), the reasonableness of the turn-around time set for plan review (82%), and the completion of the plan review process by the target date set by the Fire Department (84%). Overall, 90% of ministerial customers indicated that they were satisfied with the service they received from the Fire Department.

When compared to 2006, there were statistically significant increases (improvements) in 2007 in four of the performance dimensions tested with respect to the Fire Department among ministerial customers, and no statistically significant decreases (Table 20).

TABLE 20 AGREEMENT WITH FIRE DEPARTMENT STATEMENTS BY STUDY YEAR: MINISTERIAL

	Study Year		Difference in Agreement 06 to 07
	2007	2006	
Overall, satisfied with service received from Fire Department	89.7	80.1	+9.5†
Fire Department staff made effort to understand needs	94.3	85.2	+9.1†
Plan review process was completed by the target date	84.1	75.7	+8.4†
Wait time at counter reasonable	93.3	86.6	+6.7†
Turn-around time for plan review was reasonable	82.3	76.5	+5.8
Fire Department staff were responsive	91.7	86.2	+5.5
Coordination with other departments seamless	78.0	72.8	+5.3
Process, steps needed for clearance or permit clearly communicated	84.4	80.6	+3.8
Fire Department staff were knowledgeable	95.5	93.0	+2.5
Fire Department staff were courteous	96.9	95.1	+1.8
Plan review comments, corrections were consistent	87.0	85.4	+1.7
Plan review comments, corrections clear, understandable	87.8	87.6	+0.2
Fire Department staff were helpful	94.7	N/A	N/A

† Statistically significant change ($p < 0.05$) between the 2006 and 2007 studies.

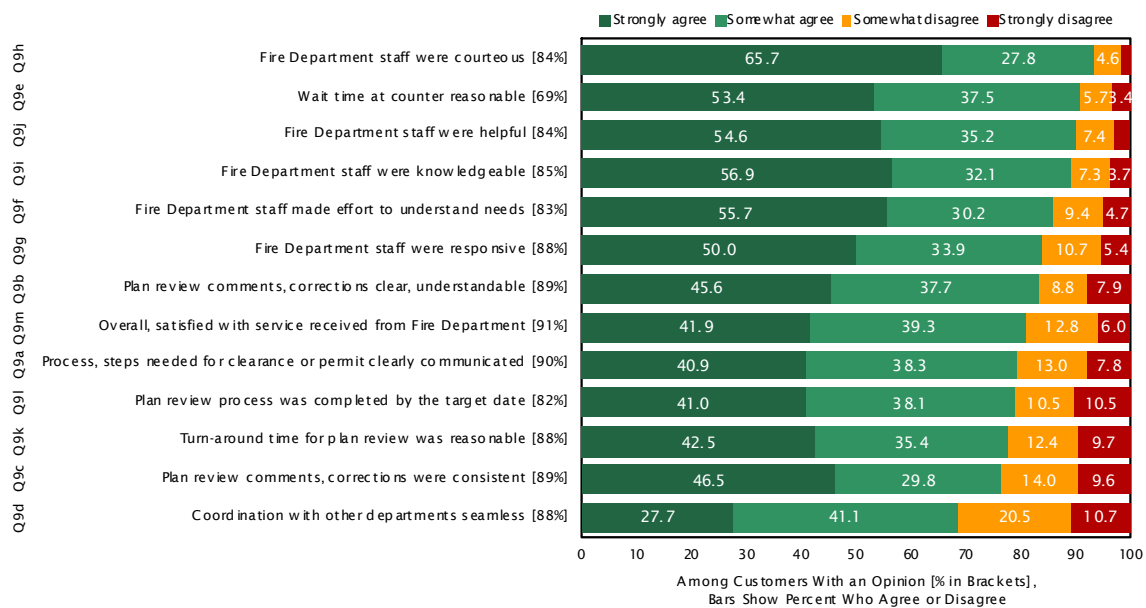
DISCRETIONARY Discretionary customers were provided with an identical set of statements regarding the Fire Department's performance on recent projects. The statements tested, as well as the results for each statement, are shown in Figure 33 on the next page.

When compared to ministerial customers, discretionary customers were less pleased with the Fire Department's performance on each of the dimensions tested. Overall, at least 80% of discretionary customers agreed that Fire Department staff were courteous (94%), knowledgeable (89%), helpful (90%), responsive (84%), and made an effort to understand their needs as a customer (86%). Although at least 80% of discretionary customers also agreed that the wait time at the permit counter before being assisted by Fire Department staff was reasonable (91%) and that plan review comments and corrections were clear and understandable (83%), a smaller percentage agreed that plan review comments and corrections were consistent (76%). Like their ministerial counterparts, discretionary customers generally expressed somewhat lower levels of satisfaction

with respect to timeliness of performance and certain aspects of communication—including communication/coordination between Departments during plan review (69%), communication regarding the process and steps needed to obtain a clearance or permit (79%), the reasonableness of the turn-around time set for plan review (78%), and the completion of the plan review process by the target date set by the Fire Department (79%). Overall, 81% of discretionary customers indicated that they were satisfied with the service they received from the Fire Department.

Question 9: Discretionary *Next, I'm going to read several statements about the service you received from San José's Fire Department on these projects. For each statement, please tell me whether you agree or disagree with the statement based on your own experience with the Fire Department. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 33 AGREEMENT WITH FIRE DEPARTMENT STATEMENTS: DISCRETIONARY



When compared to 2006, there were statistically significant increases (improvements) in 2007 in two of the performance dimensions tested with respect to the Fire Department among discretionary customers, and no statistically significant decreases (see Table 21).

TABLE 21 AGREEMENT WITH FIRE DEPARTMENT STATEMENTS BY STUDY YEAR: DISCRETIONARY

	Study Year		Difference in Agreement 06 to 07
	2007	2006	
Coordination with other departments seamless	68.7	53.0	+15.8†
Process, steps needed for clearance or permit clearly communicated	79.1	66.9	+12.2†
Turn-around time for plan review was reasonable	77.9	67.7	+10.2
Overall, satisfied with service received from Fire Department	81.2	71.0	+10.2
Plan review process was completed by the target date	79.0	69.4	+9.7
Plan review comments, corrections clear, understandable	83.3	73.7	+9.6
Plan review comments, corrections were consistent	76.3	67.2	+9.2
Fire Department staff made effort to understand needs	85.8	78.0	+7.9
Fire Department staff were responsive	83.9	76.5	+7.4
Wait time at counter reasonable	90.9	86.7	+4.2
Fire Department staff were courteous	93.5	92.2	+1.3
Fire Department staff were knowledgeable	89.0	88.7	+0.3
Fire Department staff were helpful	89.8	N/A	N/A

† Statistically significant change ($p < 0.05$) between the 2006 and 2007 studies.

PUBLIC WORKS DEPARTMENT

Development Services projects that present public works-related issues—such as projects that impact public facilities (e.g., traffic, streets, sewers, utilities and median landscaping) and/or are located in a flood hazard zone or geological hazard zone—require special permits, project review and clearances by San José's Public Works Department. This section of the report presents the findings of several questions that were designed to profile customers' experiences when interacting specifically with the Public Works Department.

RECENT EXPERIENCE WITH PUBLIC WORKS The first question in this series was used as a screening question to identify customers who, in the past six months, received permit, project review and/or inspection services from San José's Public Works Department on at least one project. Overall, 21% of ministerial customers surveyed indicated that they had received such services from the Public Works Department during the period of interest (Figure 34). The corresponding figure among discretionary customers was 47% (see Figure 36). The results within both customer subgroups are statistically similar to those found in 2006.

Question 11: Ministerial/Question 10: Discretionary *In the past six months, did one or more of your projects require a permit, project review, or inspection from San José's Public Works Department?*

FIGURE 34 PROJECT IN PAST SIX MONTHS WITH PUBLIC WORKS DEPARTMENT BY STUDY YEAR: MINISTERIAL

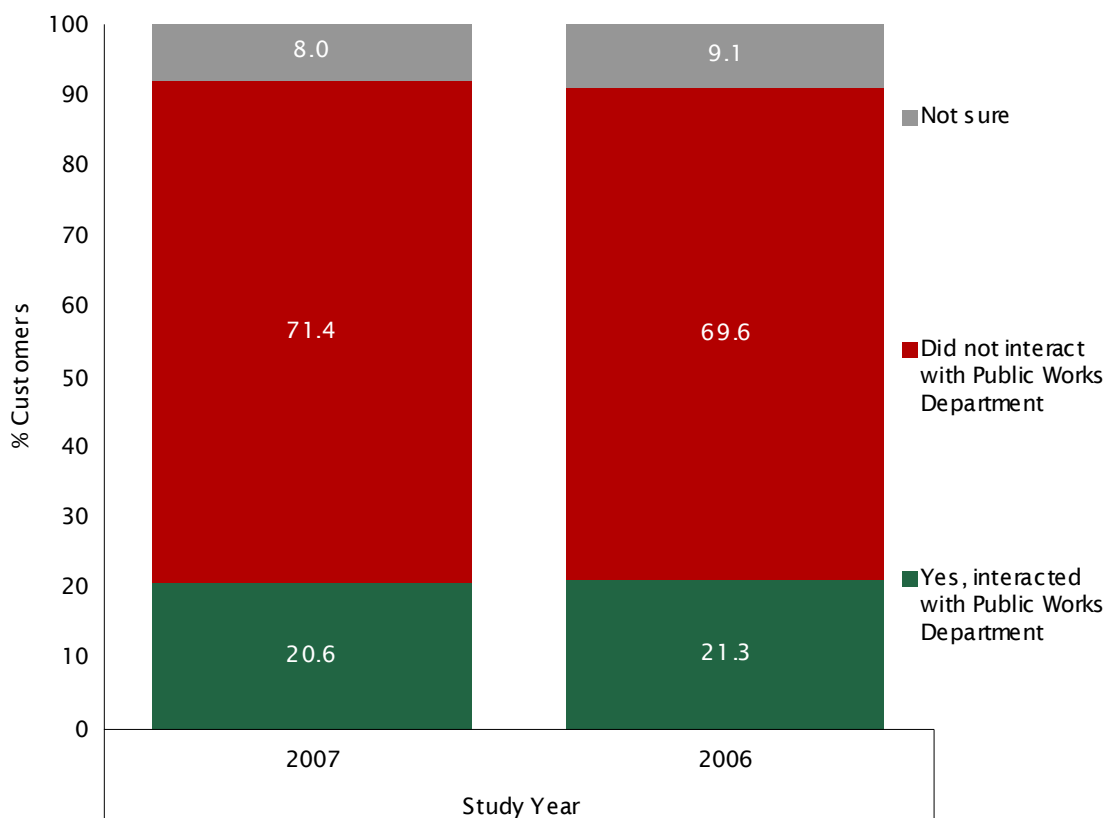
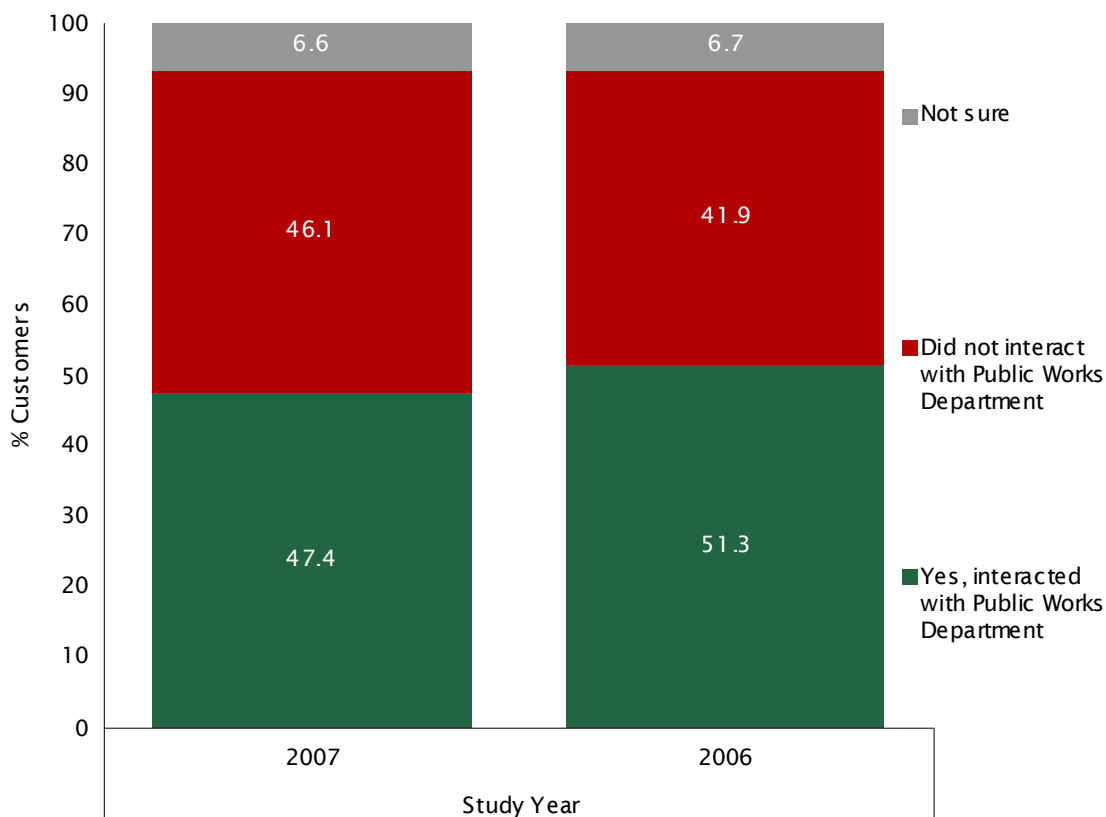


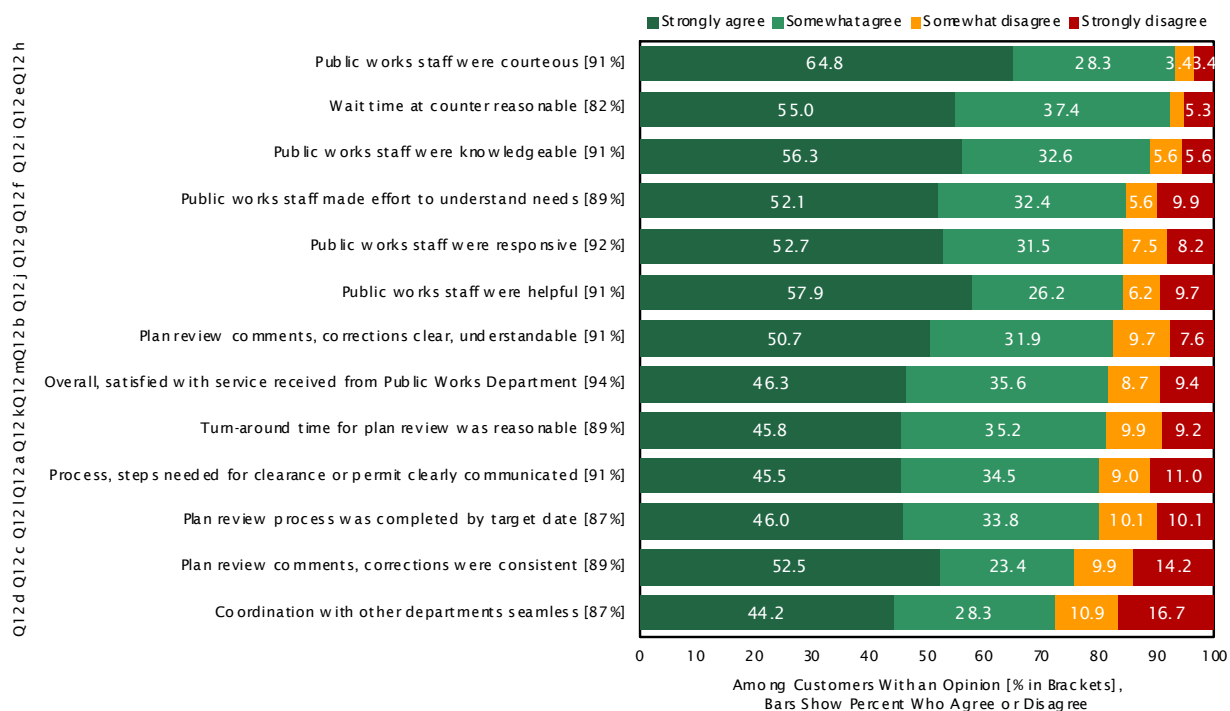
FIGURE 35 PROJECT IN PAST SIX MONTHS WITH PUBLIC WORKS DEPARTMENT BY STUDY YEAR: DISCRETIONARY

MINISTERIAL Ministerial customers' satisfaction with the Public Works Department's performance on past projects was measured in the same manner described previously for the Fire Department. For each of the performance-related statements paraphrased in Figure 36, customers were simply asked to indicate whether they agreed or disagreed with the statement based on their recent experience with the Public Works Department.

Overall, at least 80% of ministerial customers agreed that Public Works staff were courteous (93%), knowledgeable (89%), helpful (84%), responsive (84%), and made an effort to understand their needs as a customer (85%). At least three-quarters of ministerial customers also agreed that the wait time at the permit counter before being assisted by Public Works staff was reasonable (92%), that plan review comments and corrections were clear and understandable (83%), that plan review comments and corrections were consistent (76%), that the process and steps needed to obtain a clearance or permit were clearly communicated (80%), that the turn-around time set by the Public Works Department for plan review was reasonable (81%), and that the plan review process was completed by the target date set by the Public Works Department (80%). When compared to the other dimensions tested, ministerial customers expressed somewhat lower levels of satisfaction with respect to the communication/coordination between Departments during plan review (73%). Overall, 82% of ministerial customers indicated that they were satisfied with the service they received from the Public Works Department on recent projects.

Question 12: Ministerial Next, I'm going to read several statements about the service you received from San José's Public Works Department on these projects. For each statement, please tell me whether you agree or disagree with the statement based on your own experience with the Public Works Department. Here is the (first/next) one: _____. Do you agree or disagree with this statement?

FIGURE 36 AGREEMENT WITH PUBLIC WORKS DEPARTMENT STATEMENTS: MINISTERIAL



When compared to 2006, there were statistically significant increases (improvements) in 2007 in two of the performance dimensions tested with respect to the Public Works Department among ministerial customers, and no statistically significant decreases (Table 22).

TABLE 22 AGREEMENT WITH PUBLIC WORKS DEPARTMENT STATEMENTS BY STUDY YEAR: MINISTERIAL

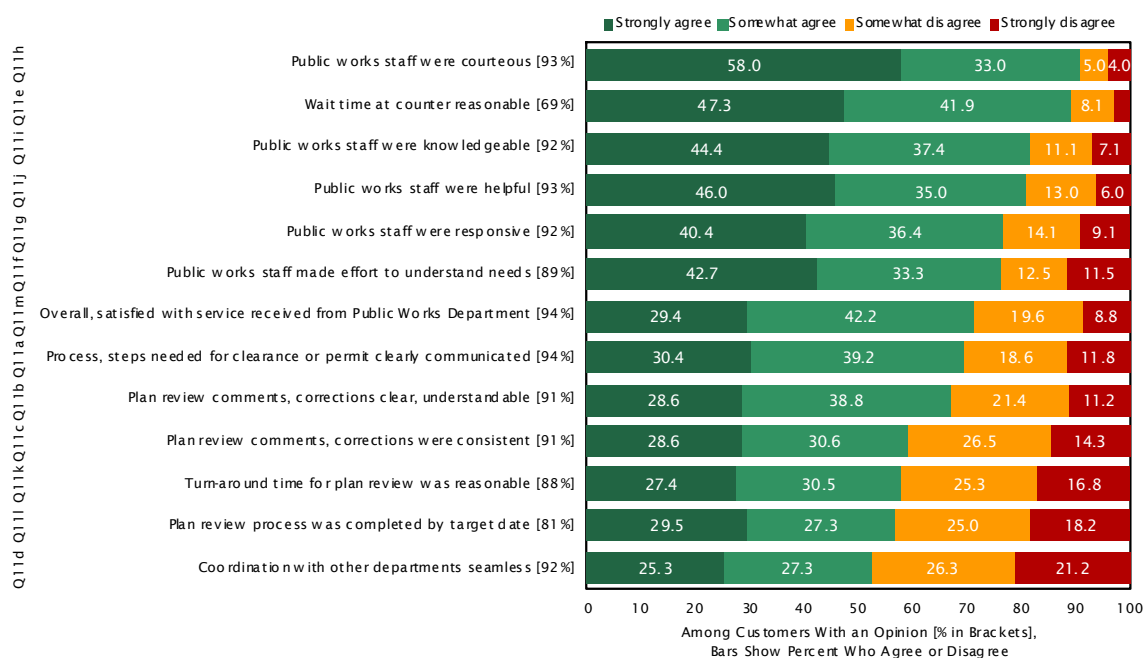
	Study Year		Difference in Agreement 06 to 07
	2007	2006	
Turn-around time for plan review was reasonable	81.0	72.9	+8.1†
Wait time at counter reasonable	92.4	84.6	+7.8†
Coordination with other departments seamless	72.5	65.7	+6.8
Overall, satisfied with service received from Public Works Department	81.9	76.0	+5.9
Public works staff made effort to understand needs	84.5	79.0	+5.5
Plan review comments, corrections clear, understandable	82.6	77.5	+5.2
Plan review process was completed by target date	79.9	75.4	+4.5
Public works staff were knowledgeable	88.9	84.7	+4.2
Process, steps needed for clearance or permit clearly communicated	80.0	76.4	+3.6
Public works staff were courteous	93.1	89.5	+3.6
Public works staff were responsive	84.2	81.9	+2.3
Plan review comments, corrections were consistent	75.9	77.9	-2.0
Public works staff were helpful	84.1	N/A	N/A

† Statistically significant change ($p < 0.05$) between the 2006 and 2007 studies.

DISCRETIONARY Discretionary customers were provided with an identical set of statements regarding the Public Works Department's performance on recent projects. The statements tested, as well as the results for each statement, are shown in Figure 37 below.

Question 11: Discretionary *Next, I'm going to read several statements about the service you received from San José's Public Works Department on these projects. For each statement, please tell me whether you agree or disagree with the statement based on your own experience with the Public Works Department. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 37 AGREEMENT WITH PUBLIC WORKS DEPARTMENT STATEMENTS: DISCRETIONARY



Overall, at least three-quarters of discretionary customers agreed that Public Works staff were courteous (91%), knowledgeable (82%), helpful (81%), responsive (77%), and made an effort to understand their needs as a customer (76%). Most discretionary customers also agreed that the wait time at the permit counter before being assisted by Public Works staff was reasonable (89%), that plan review comments and corrections were clear and understandable (67%), that plan review comments and corrections were consistent (59%), and that the process and steps needed to obtain a clearance or permit were clearly communicated (70%). When compared to the other dimensions tested, discretionary customers expressed somewhat lower levels of satisfaction with respect to the Public Works Department's completion of the plan review process by the target date (57%), the communication/coordination between Departments during plan review (53%), the consistency of plan review comments and corrections (59%), and the reasonableness of the turn-around time set by the Department for plan review (58%). Overall, 72% of discretionary customers indicated that they were satisfied with the service they received from the Public Works Department on recent projects.

When compared to 2006, there were no statistically significant increases (improvements) in 2007 and two statistically significant decreases in the performance-related statements tested for the Public Works Department among discretionary customers (Table 23).

TABLE 23 AGREEMENT WITH PUBLIC WORKS DEPARTMENT STATEMENTS BY STUDY YEAR: DISCRETIONARY

	Study Year		Difference in Agreement 06 to 07
	2007	2006	
Wait time at counter reasonable	89.2	92.3	-3.1
Public works staff were responsive	76.8	80.0	-3.2
Process, steps needed for clearance or permit clearly communicated	69.6	73.2	-3.6
Public works staff were knowledgeable	81.8	87.0	-5.2
Public works staff were courteous	91.0	96.8	-5.8
Overall, satisfied with service received from Public Works Department	71.6	78.6	-7.0
Coordination with other departments seamless	52.5	60.2	-7.6
Plan review comments, corrections clear, understandable	67.3	77.2	-9.9
Public works staff made effort to understand needs	76.0	86.1	-10.0
Plan review process was completed by target date	56.8	68.4	-11.6
Plan review comments, corrections were consistent	59.2	71.9	-12.7†
Turn-around time for plan review was reasonable	57.9	71.2	-13.3†
Public works staff were helpful	81.0	N/A	N/A

† Statistically significant change ($p < 0.05$) between the 2006 and 2007 studies.

INFORMATION ACCESS

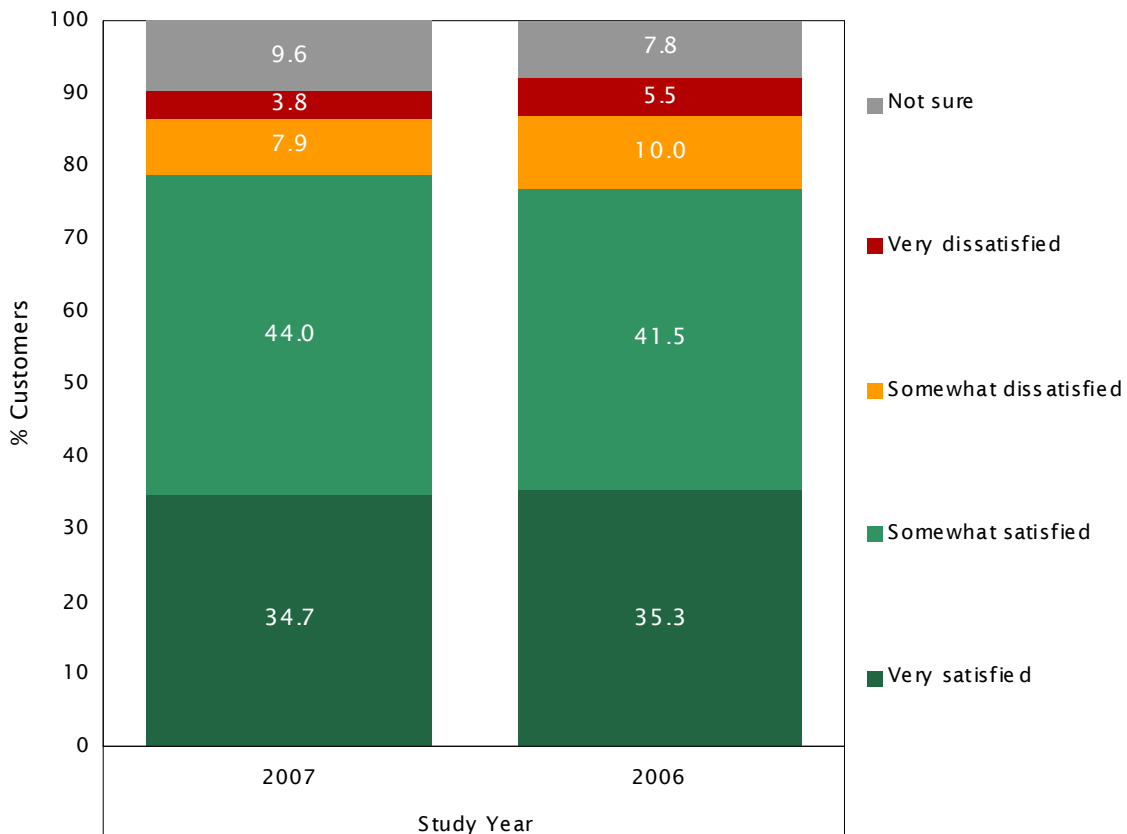
Customers must be well-informed about the types of permits and approvals that their project will need, as well as the steps and documents required for permit approval, if they are to successfully navigate the development process in an efficient and timely manner. To assist them in this respect, San José's Development Services Partners provide detailed information and step-by-step guides through their website, brochures, and through workshops and meetings.

One of the goals of this study was to measure customers' use of, and satisfaction with, key information sources provided by the Partners. The first question in this series simply asked whether they were satisfied or dissatisfied with the City's efforts to make development services information available online, in brochures, and through meetings.

MINISTERIAL As shown in Figure 38, more than three-quarters of ministerial customers indicated that they were either very satisfied (35%) or somewhat satisfied (44%) with the Partners' efforts to make information available to them in 2007. These findings are statistically similar to those recorded in 2006.

Question 13: Ministerial *For the remaining questions, please answer for the City of San José as a whole. Overall, are you satisfied or dissatisfied with the City's efforts to make development services information available through their web site, brochures and meetings?*

FIGURE 38 SATISFACTION WITH INFORMATION ACCESS BY STUDY YEAR: MINISTERIAL



Figures 39-41 show how overall satisfaction with the Partners' efforts to make information available to customers varied in 2007 by the form of interview, their role in the project, property type, the number of projects they were involved with in the City of San José in 2007, whether they had a project active during the building inspectors' strike (Nov. 29-Dec.12), whether they had or tried to schedule an inspection during the building inspectors' strike, their involvement in various stages of their most recent project, and whether they had visited the Development Services website in the 12 months preceding the interview. Although satisfaction levels were reasonably consistent across ministerial subgroups, those who had visited the Development Services website, architects, engineers, and customers with six to ten projects in the past year expressed somewhat higher levels of satisfaction when compared to their respective counterparts.

FIGURE 39 SATISFACTION WITH INFORMATION ACCESS BY FORM OF INTERVIEW, ROLE WITH PROJECT & PROPERTY TYPE: MINISTERIAL

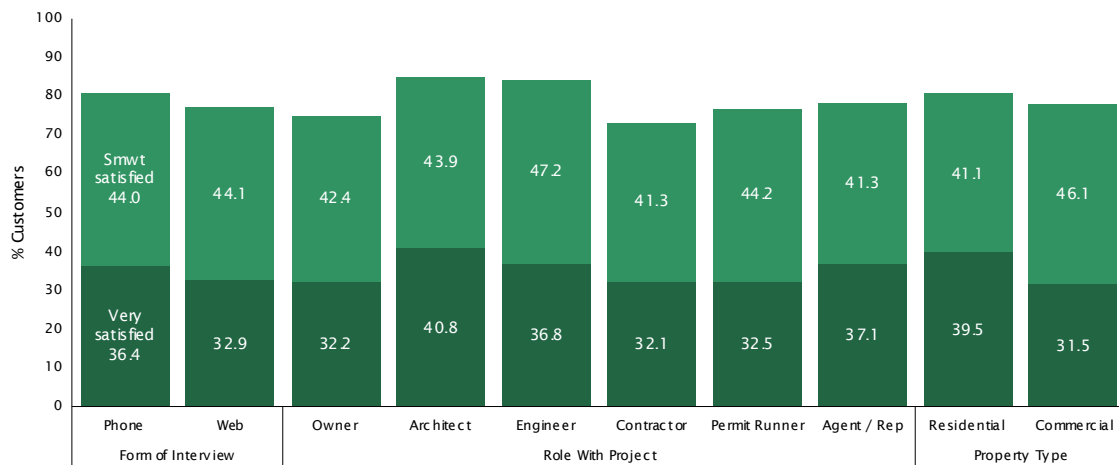


FIGURE 40 SATISFACTION WITH INFORMATION ACCESS BY NUMBER OF PROJECTS IN PAST 12 MONTHS, PROJECT BETWEEN NOV 29 AND DEC 12 & INSPECTION BETWEEN NOV 29 AND DEC 12: MINISTERIAL

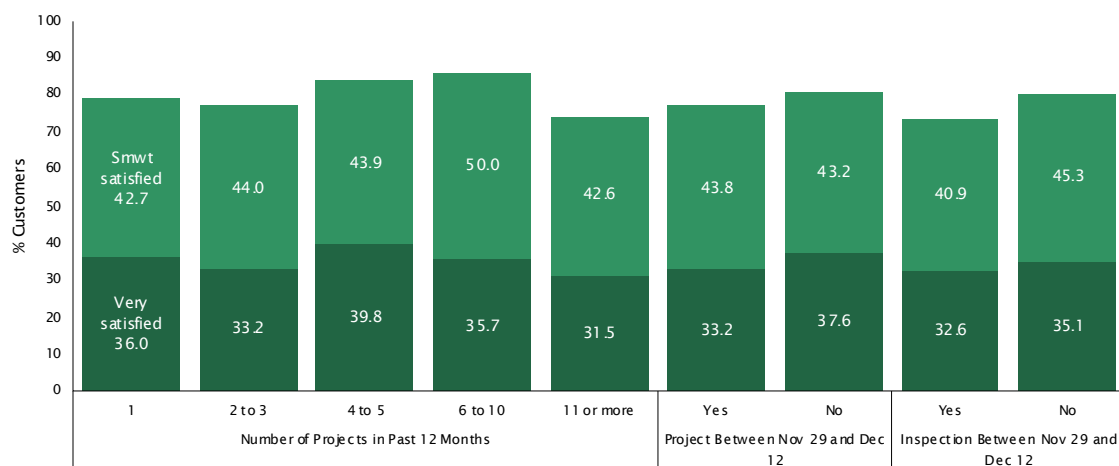
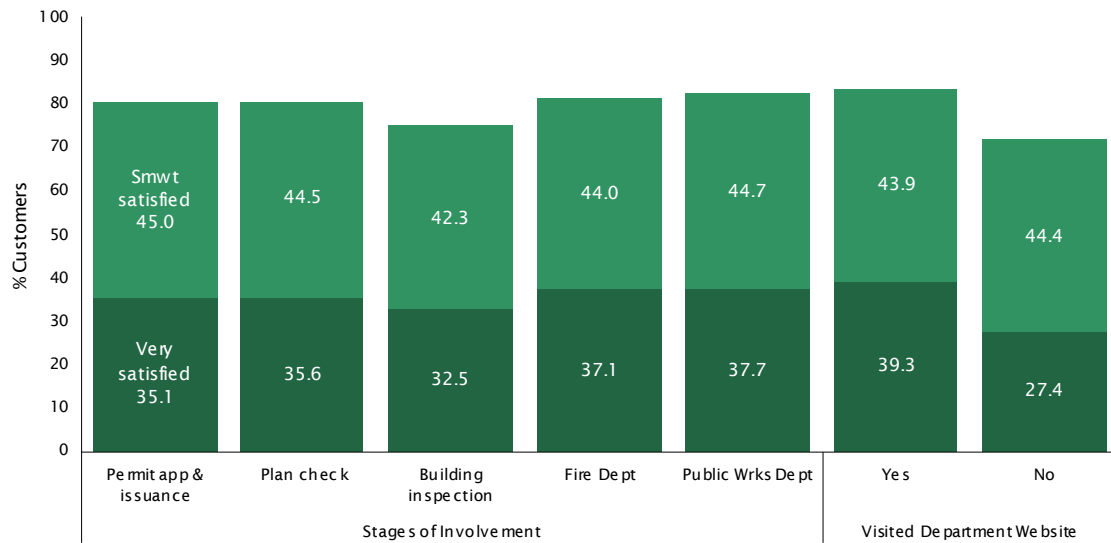


FIGURE 41 SATISFACTION WITH INFORMATION ACCESS BY STAGES OF INVOLVEMENT& VISITED DEPARTMENT WEBSITE: MINISTERIAL



Approximately 62% of ministerial customers reported that they had visited the Development Services' website in the 12 months prior to the interview (see Figure 42), which is similar to the 2006 findings. When compared to their respective ministerial counterparts, visitation to the Development Services' website was most frequently reported by architects and customers who were associated with at least four to five projects in 2007 (see Figure 43).

Question 14: Ministerial *In the past 12 months, have you visited the City's Development Services web site?*

FIGURE 42 WEBSITE VISIT IN PAST 12 MONTHS BY STUDY YEAR: MINISTERIAL

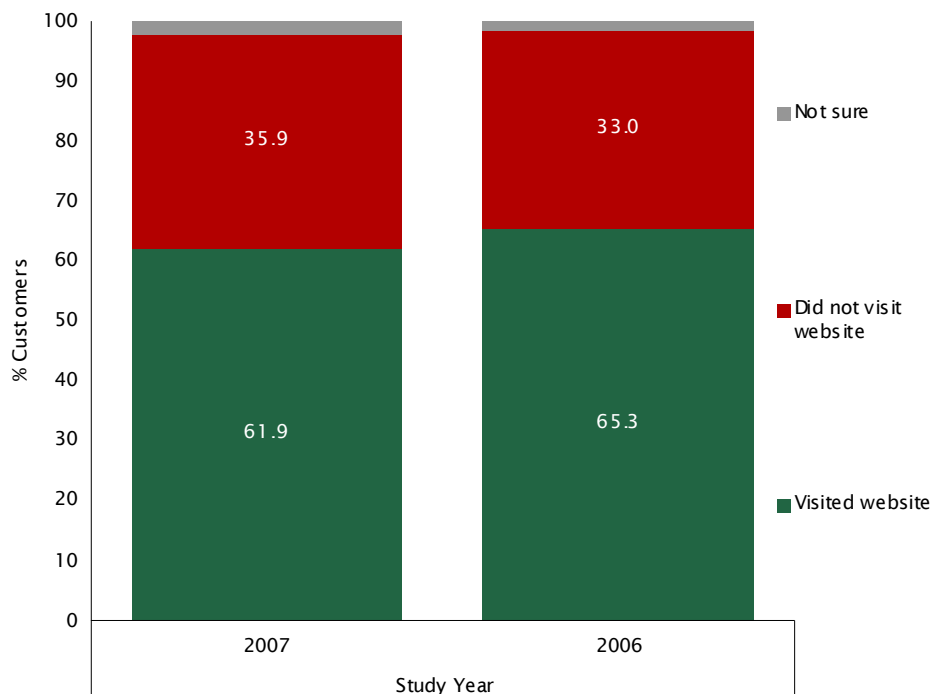
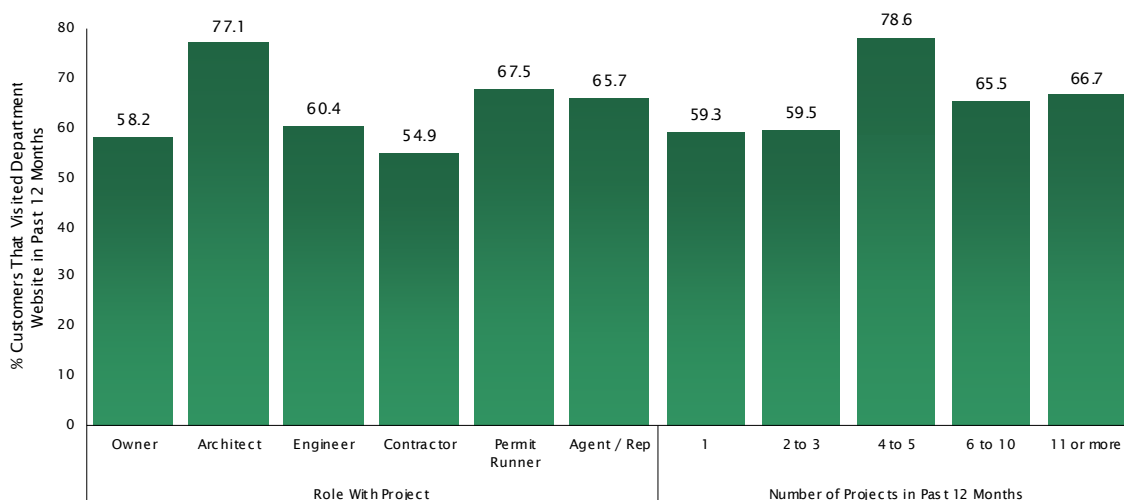
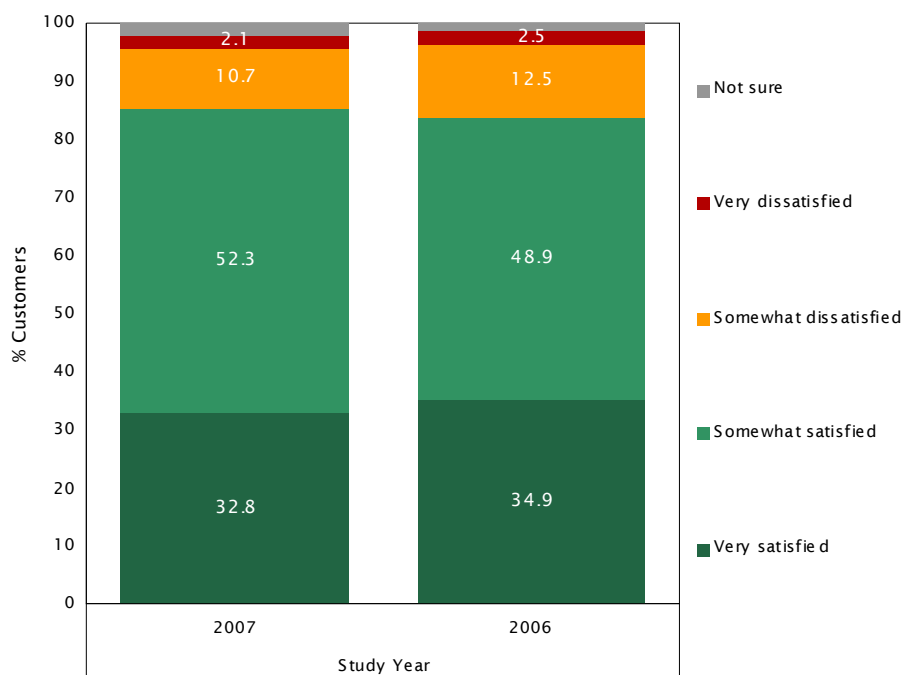


FIGURE 43 WEBSITE VISIT IN PAST 12 MONTHS BY ROLE WITH PROJECT & NUMBER OF PROJECTS IN PAST 12 MONTHS: MINISTERIAL



Question 15: Ministerial *Overall, are you satisfied or dissatisfied with the content of the web site?*

FIGURE 44 SATISFACTION WITH WEBSITE BY STUDY YEAR: MINISTERIAL



The final question in this series, which was asked only of customers who had visited the Development Services website in the 12 months prior to the interview, inquired as to whether the customer was satisfied or dissatisfied with the content of the website. Overall, 85% of ministerial customers indicated that they were satisfied with the content of the site in 2007, which is strikingly similar to the 2006 findings. For the interested reader, Figures 45-47 display how satisfaction with the content of the Development Services website varied by subgroups of ministerial customers.

Figures 45-47 display how satisfaction with the content of the Development Services website varied by subgroups of ministerial customers.

FIGURE 45 SATISFACTION WITH WEBSITE BY FORM OF INTERVIEW, ROLE WITH PROJECT & PROPERTY TYPE: MINISTERIAL

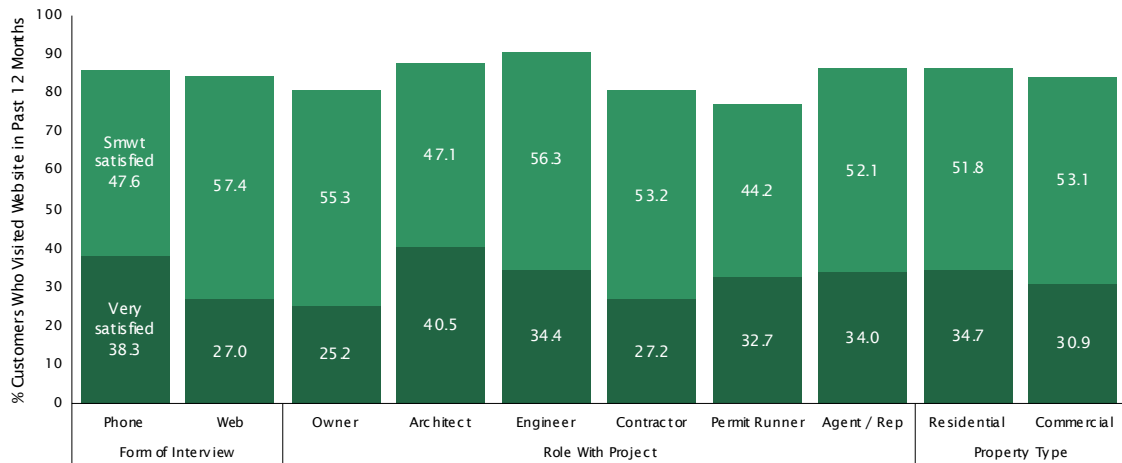


FIGURE 46 SATISFACTION WITH WEBSITE BY NUMBER OF PROJECTS IN PAST 12 MONTHS, PROJECT BETWEEN NOV 29 AND DEC 12 & INSPECTION BETWEEN NOV 29 AND DEC 12: MINISTERIAL

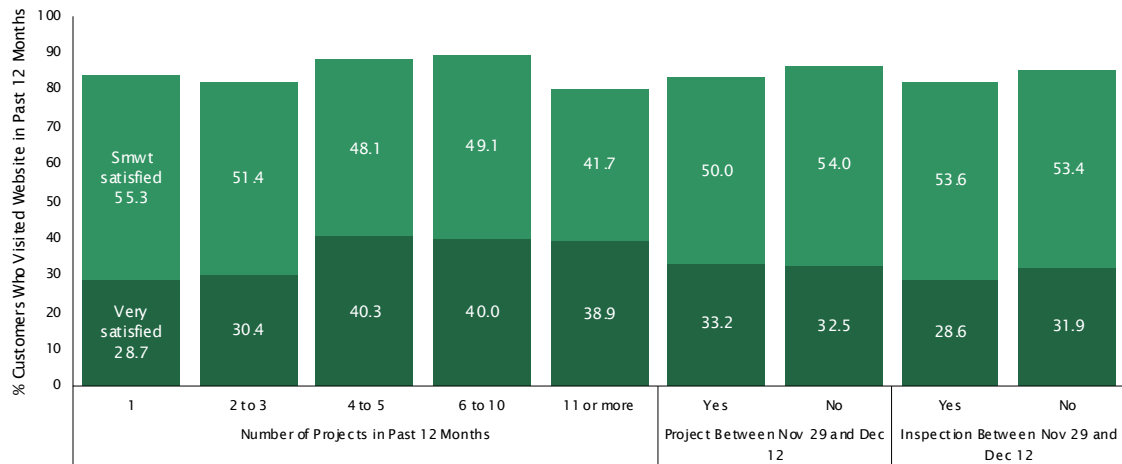
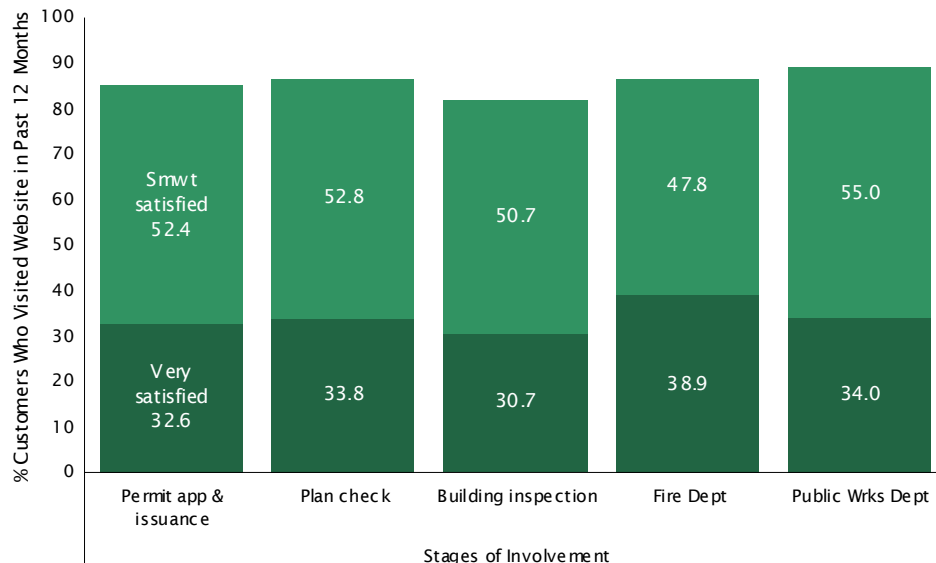


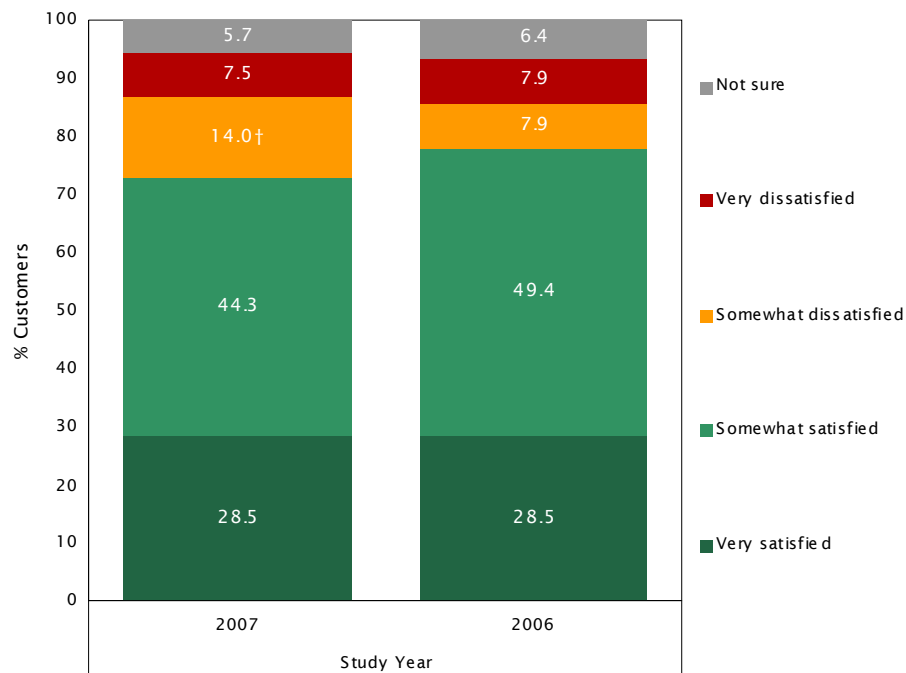
FIGURE 47 SATISFACTION WITH WEBSITE BY STAGES OF INVOLVEMENT: MINISTERIAL



DISCRETIONARY As shown in Figure 48, approximately three-quarters of discretionary customers indicated that they were either very satisfied (29%) or somewhat satisfied (44%) with the Partners' efforts to make information available to them in 2007. Among discretionary customers, those who participated in the study over the telephone, architects, those working on commercial projects, and customers with four to five projects in the City in 2007 were the most likely to express that they were satisfied in this respect (see Figures 49-51).

Question 12: Discretionary *For the remaining questions, please answer for the City of San José as a whole. Overall, are you satisfied or dissatisfied with the City's efforts to make development services information available through their web site, brochures and meetings?*

FIGURE 48 SATISFACTION WITH INFORMATION ACCESS BY STUDY YEAR: DISCRETIONARY



† Statistically significant change ($p < 0.05$) between the 2006 and 2007 studies.

FIGURE 49 SATISFACTION WITH INFORMATION ACCESS BY FORM OF INTERVIEW, ROLE WITH PROJECT & PROPERTY TYPE: DISCRETIONARY

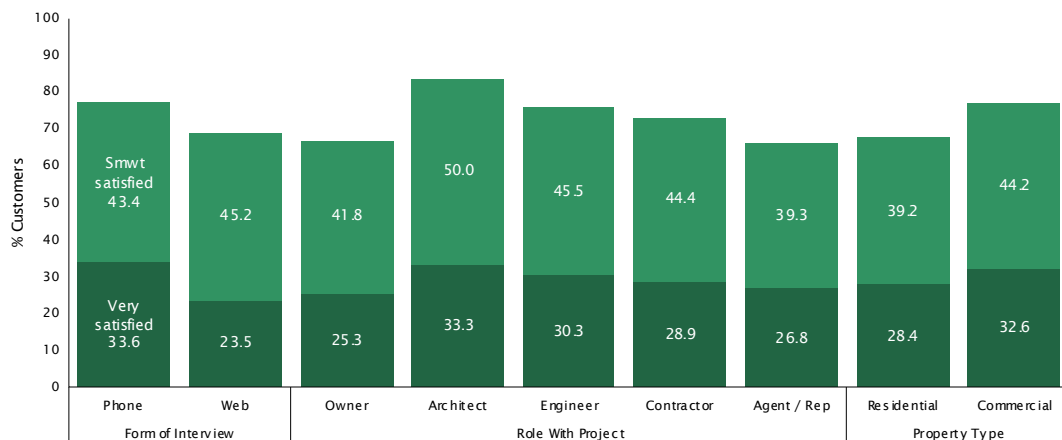
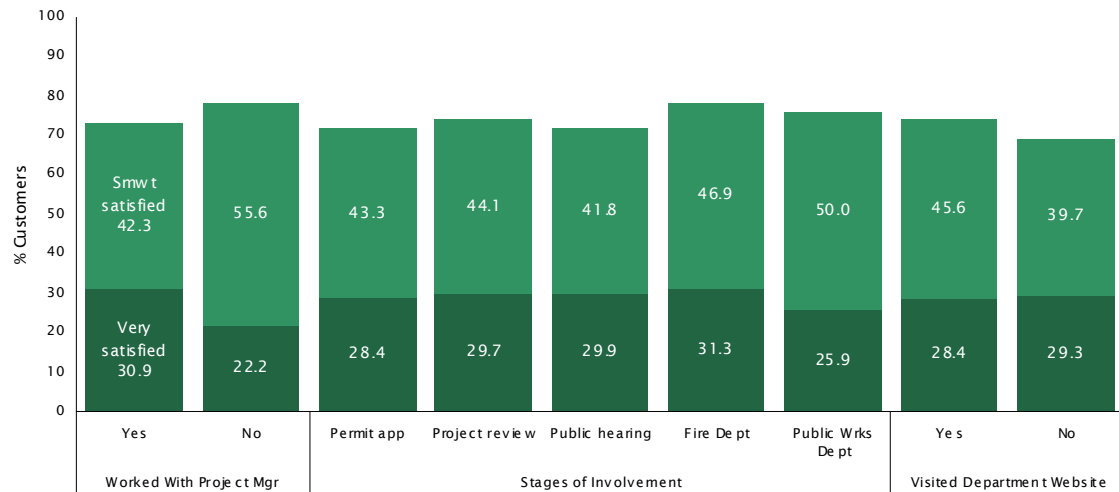


FIGURE 50 SATISFACTION WITH INFORMATION ACCESS BY NUMBER OF PROJECTS IN PAST 12 MONTHS, PROJECT BETWEEN NOV 29 AND DEC 12 & INSPECTION BETWEEN NOV 29 AND DEC 12: DISCRETIONARY



FIGURE 51 SATISFACTION WITH INFORMATION ACCESS BY WORKED WITH PROJECT MANAGER, STAGES OF INVOLVEMENT & VISITED DEPARTMENT WEBSITE: DISCRETIONARY



When compared to ministerial customers, the rate of visitation to the Development Services' website was notably higher among discretionary customers. Overall, approximately three-quarters (74%) of discretionary customers reported that they had visited the website in the 12 months prior to the interview (see Figure 52). Among discretionary customers, website visitation was most frequently reported by agent/representatives and those who were associated with four or more projects in 2007 (see Figure 53).

Question 13: Discretionary *In the past 12 months, have you visited the City's Development Services web site?*

FIGURE 52 WEBSITE VISIT IN PAST 12 MONTHS BY STUDY YEAR: DISCRETIONARY

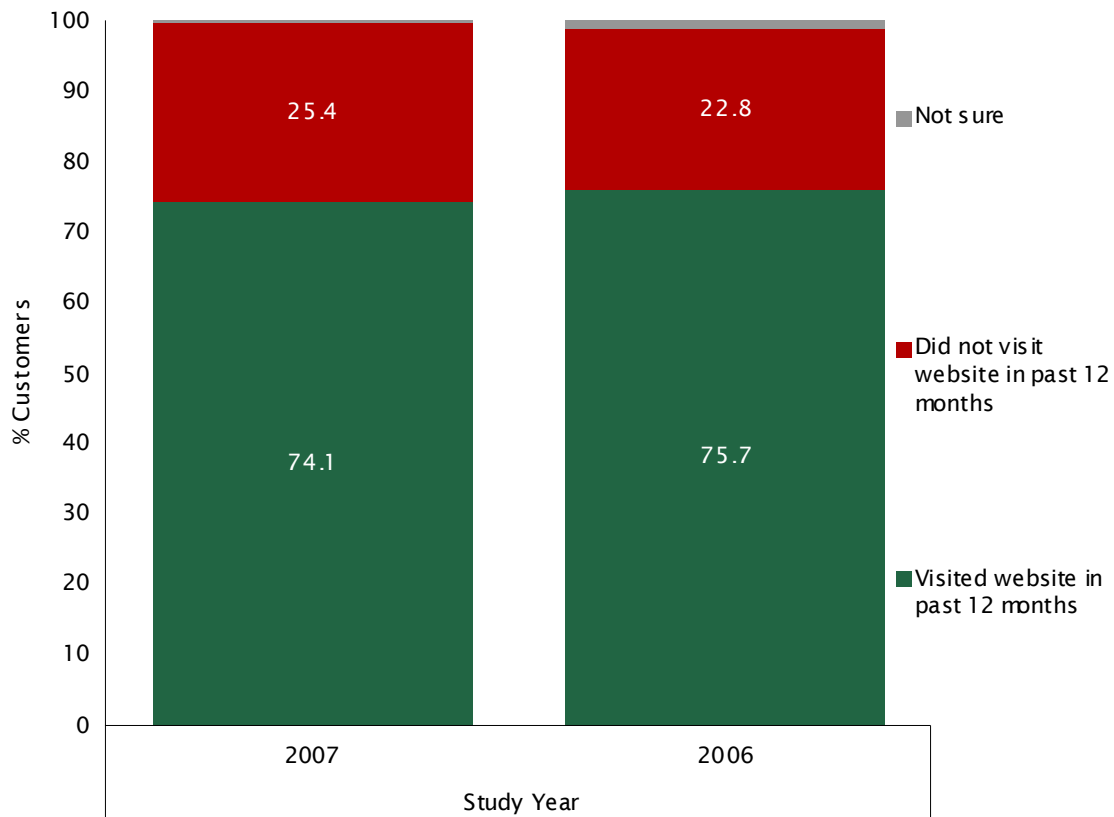
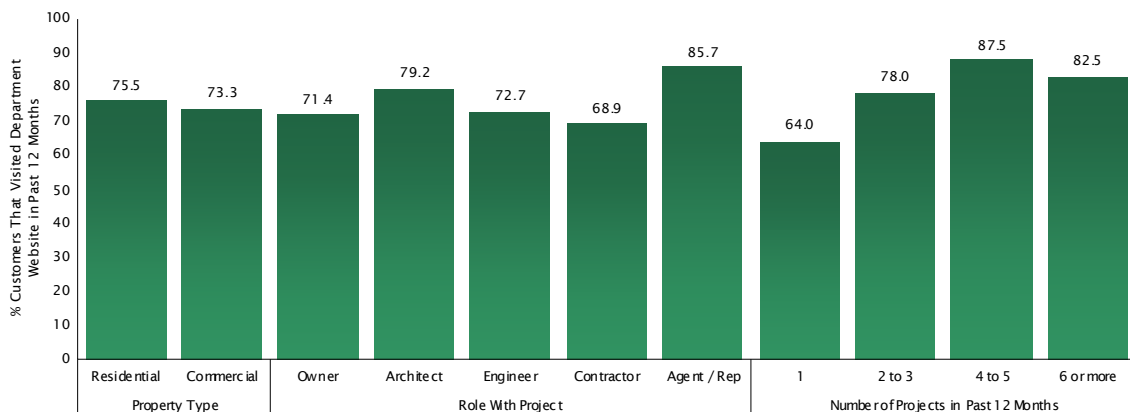


FIGURE 53 WEBSITE VISIT IN PAST 12 MONTHS BY PROPERTY TYPE, ROLE WITH PROJECT & NUMBER OF PROJECTS IN PAST 12 MONTHS



When compared to their ministerial counterparts, discretionary customers who had visited the Development Services' website were similarly pleased with the content of the site (see Figure 54). Overall, 85% reported that they were satisfied with the content of the site, with 31% stating that

they were *very* satisfied. Approximately 14% indicated that they were dissatisfied with the site, and less than 1% were unsure. Although satisfaction with the content of the website was reasonably consistent across subgroups of discretionary customers, it is worth noting that those who participated in the survey over the telephone, architects, contractors, those whose most recent project was commercial in nature, customers who were associated with four to five projects in 2007, and those who had active projects, inspections, or tried to schedule an inspection during the building inspectors' strike were somewhat more likely than their respective counterparts to indicate that they were *very* satisfied with the content of the site (see Figures 55-57).

Question 14: Discretionary *Overall, are you satisfied or dissatisfied with the content of the web site?*

FIGURE 54 SATISFACTION WITH WEBSITE BY STUDY YEAR: DISCRETIONARY

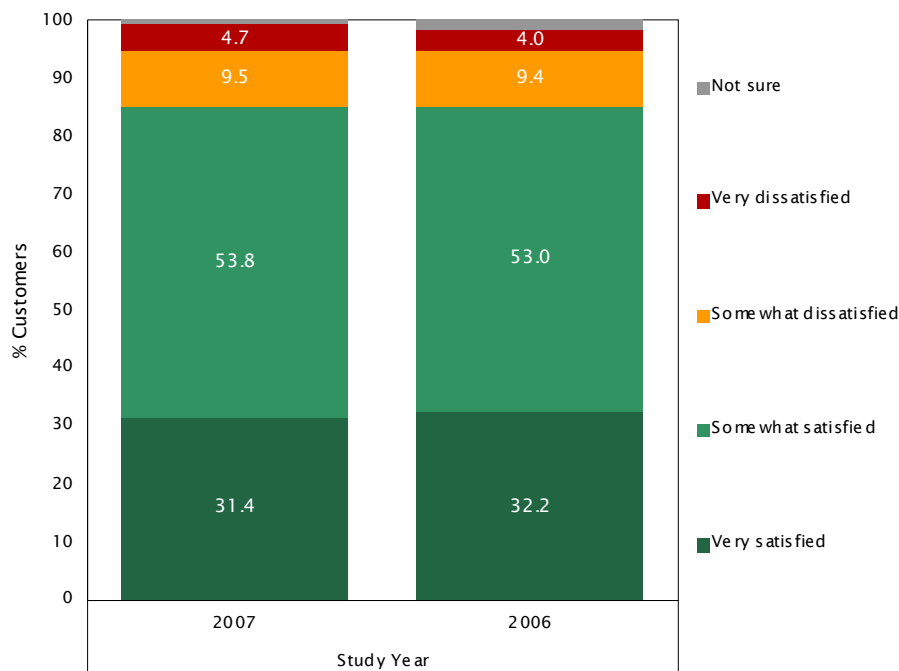


FIGURE 55 SATISFACTION WITH WEBSITE BY FORM OF INTERVIEW, ROLE WITH PROJECT & PROPERTY TYPE: DISCRETIONARY

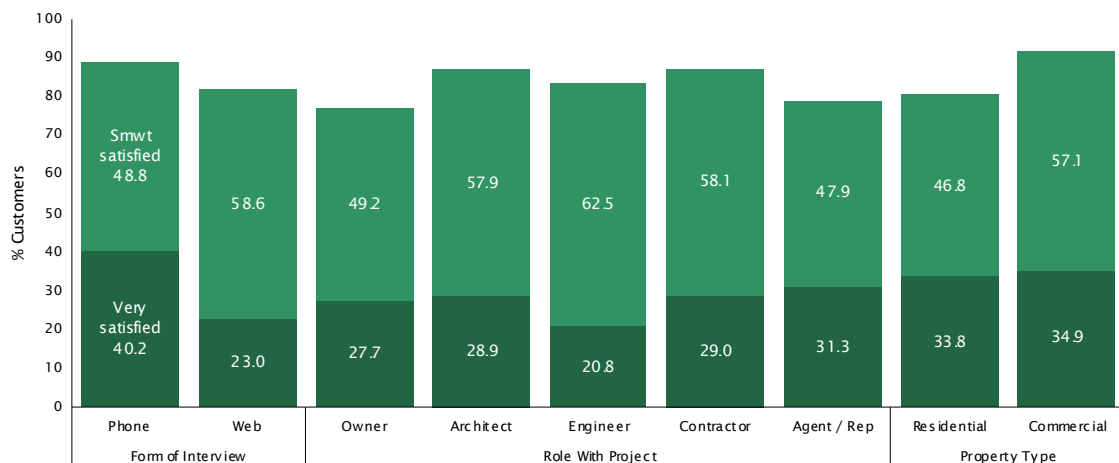
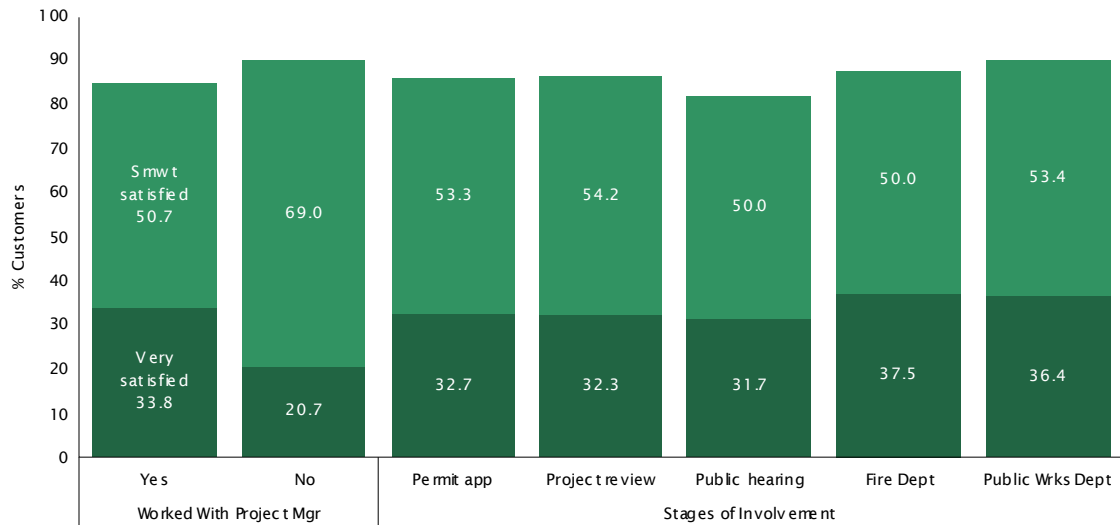


FIGURE 56 SATISFACTION WITH WEBSITE BY NUMBER OF PROJECTS IN PAST 12 MONTHS, PROJECT BETWEEN NOV 29 AND DEC 12 & INSPECTION BETWEEN NOV 29 AND DEC 12: DISCRETIONARY



FIGURE 57 SATISFACTION WITH WEBSITE BY WORKED WITH PROJECT MANAGER & STAGES OF INVOLVEMENT: DISCRETIONARY



SUGGESTIONS FOR IMPROVEMENT

In addition to measuring customers' satisfaction with the Partners' *current* performance, a key goal of the study was to identify and prioritize ways that the Development Services Partners' can improve their performance in the future. Toward this end, the survey provided customers with an opportunity to express their ideas regarding how the City can improve the service that it provides in the area of development services. This question was asked in an open-ended manner, which allowed respondents to mention any improvement that came to mind without be prompted by, or restricted to, a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 58 for ministerial customers and Figure 59 for discretionary customers. Because respondents could mention up to two improvements, the percentages shown in the figures reflect the percentage of respondents who mentioned each improvement and thus sum to more than 100%.

MINISTERIAL The most common response to this question among ministerial customers in 2007 was 'not sure' (22%), followed by none/everything is fine (18%). Among the specific improvements suggested, decreasing turnaround times (8%), improving online access to information (8%), and clarifying/standardizing/reducing fees (6%) were the top suggestions.

Question 16 Ministerial *We'd like your ideas on how the City can improve the service that it provides in the area of development services. What one or two changes or improvements would you most like the City to make?*

FIGURE 58 SUGGESTIONS FOR IMPROVEMENT: MINISTERIAL

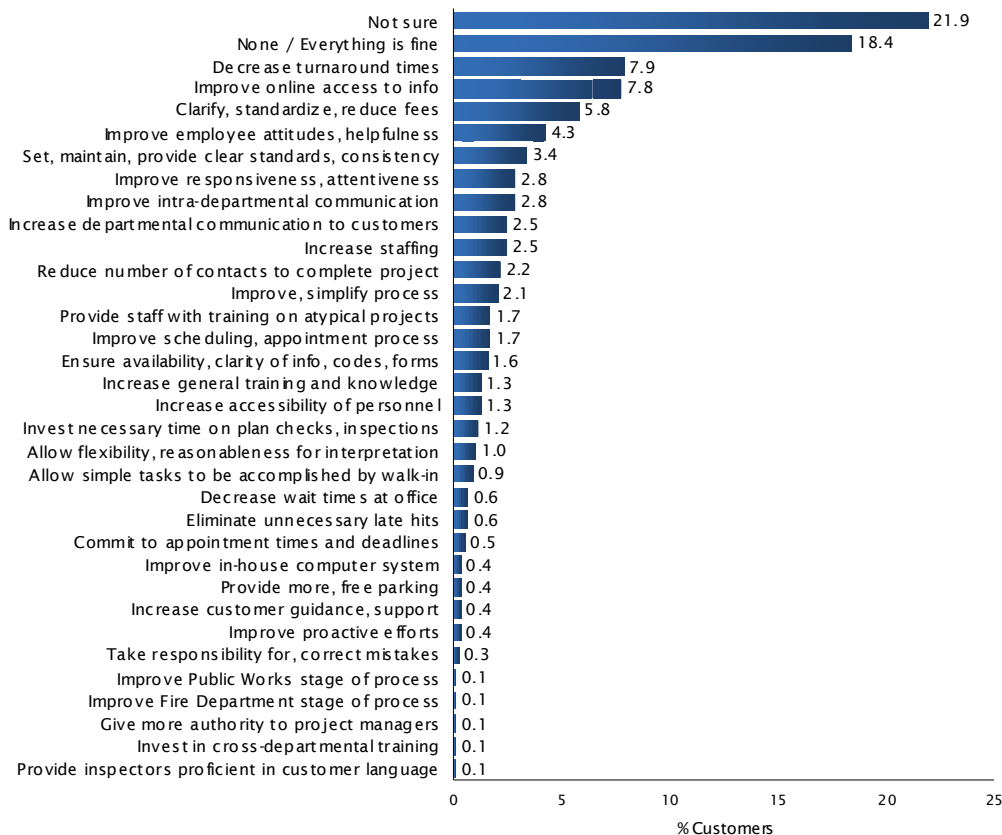


Table 24 displays the top 10 most frequently mentioned answers to Question 16 separately for ministerial customers who were generally satisfied with the Partners' overall performance (left column) and those who were generally dissatisfied (right column). Not surprisingly, those who were generally satisfied were most likely to indicate that no changes were needed or that no changes came to mind. The top specific improvements suggested by this group were improving online access to information, decreasing turnaround times, and clarifying/standardizing/reducing fees.

Ministerial customers who were generally dissatisfied with the Partners' performance focused on decreasing turnaround times, improving employee attitudes/helpfulness, and clarifying/standardizing/reducing fees.

TABLE 24 TOP TEN SUGGESTIONS FOR IMPROVEMENT BY OVERALL SATISFACTION: MINISTERIAL

Overall Satisfaction (Q5)	
Very or somewhat satisfied	Very or somewhat dissatisfied
Not sure	Decrease turnaround times
None / Everything is fine	Improve employee attitudes, helpfulness
Improve online access to info	Not sure
Decrease turnaround times	Clarify, standardize, reduce fees
Clarify, standardize, reduce fees	Provide staff with training on atypical projects
Set, maintain, provide clear standards, consistency	Set, maintain, provide clear standards, consistency
Improve responsiveness, attentiveness	Improve intra-departmental communication
Increase staffing	Improve online access to info
Improve employee attitudes, helpfulness	Improve, simplify process
Increase departmental communication to customers	Reduce number of contacts to complete project

For the interested reader, Table 25 on the next page shows the top 10 suggested improvements among ministerial customers in 2006 and 2007.

TABLE 25 TOP TEN SUGGESTIONS FOR IMPROVEMENT BY STUDY YEAR: MINISTERIAL

Study Year	
2007	2006
Not sure	Not sure
None / Everything is fine	None / Everything is fine
Decrease turnaround times	Set, maintain, provide clear standards, consistency
Improve online access to info	Improve, simplify process
Clarify, standardize, reduce fees	Improve intra-departmental communication
Improve employee attitudes, helpfulness	Clarify, standardize, reduce fees
Set, maintain, provide clear standards, consistency	Improve online access to info
Improve intra-departmental communication	Ensure availability, clarity of info, codes, forms
Improve responsiveness, attentiveness	Decrease turnaround times
Increase departmental communication to customers	Improve employee attitudes, helpfulness

DISCRETIONARY The most common response to this question among discretionary customers in 2007 was ‘not sure’ (19%), followed by none/everything is fine (14%). Among the specific improvements suggested, improving/simplifying the process (8%), improving intra-departmental communication (7%), and clarifying/standardizing/reducing fees (6%) were the top suggestions.

Discretionary customers who were generally satisfied with the Partners’ overall performance were most likely to indicate that no changes were needed or that no changes came to mind (see Table 26). The top specific improvements suggested by this group were improving/simplifying the process, improving online access to information, and clarifying/standardizing/reducing fees. In contrast, discretionary customers who were generally dissatisfied with the Partners’ performance focused on improving intra-departmental communication, decreasing turnaround times, and increasing the general training and knowledge of staff.

For the interested reader, Table 27 shows the top 10 suggested improvements among discretionary customers in 2006 and 2007.

Question 15: Discretionary *We'd like your ideas on how the City can improve the service that it provides in the area of development services. What one or two changes or improvements would you most like the City to make?*

FIGURE 59 SUGGESTIONS FOR IMPROVEMENT: DISCRETIONARY

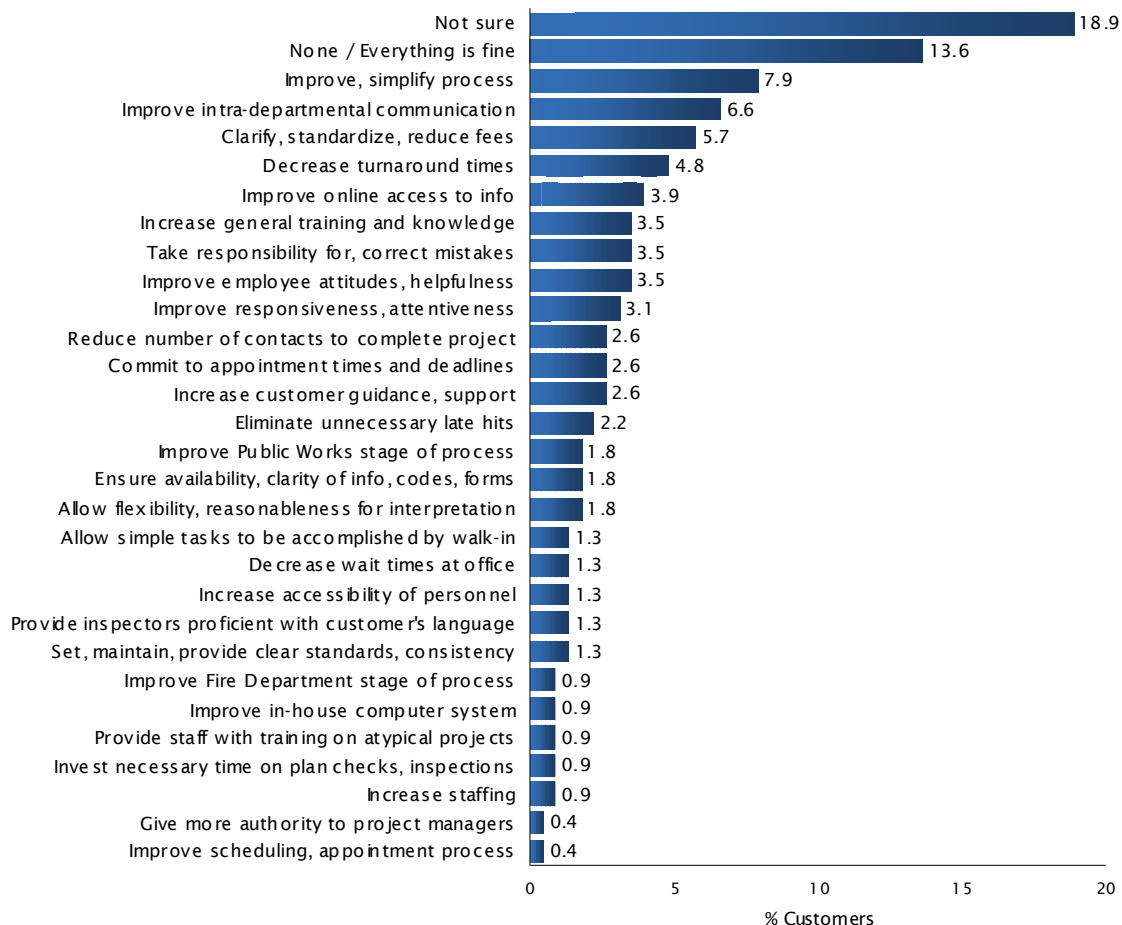


TABLE 26 TOP TEN SUGGESTIONS FOR IMPROVEMENT BY OVERALL SATISFACTION: DISCRETIONARY

Overall Satisfaction (Q3)	
Very or somewhat satisfied	Very or somewhat dissatisfied
Not sure	Improve intra-departmental communication
None / Everything is fine	Decrease turnaround times
Improve, simplify process	Increase general training and knowledge
Improve online access to info	Not sure
Clarify, standardize, reduce fees	Improve, simplify process
Improve intra-departmental communication	Eliminate unnecessary late hits
Decrease turnaround times	Clarify, standardize, reduce fees
Improve employee attitudes, helpfulness	Increase customer guidance, support
Commit to appointment times and deadlines	Improve responsiveness, attentiveness
Take responsibility for, correct mistakes	Set, maintain, provide clear standards, consistency

TABLE 27 TOP TEN SUGGESTIONS FOR IMPROVEMENT BY STUDY YEAR: DISCRETIONARY

Study Year	
2007	2006
Not sure	Not sure
None / Everything is fine	None / Everything is fine
Improve, simplify process	Set, maintain, provide clear standards, consistency
Improve intra-departmental communication	Improve intra-departmental communication
Clarify, standardize, reduce fees	Improve online access to info
Decrease turnaround times	Decrease turnaround times
Improve online access to info	Improve responsiveness, attentiveness
Improve employee attitudes, helpfulness	Improve employee attitudes, helpfulness
Take responsibility for, correct mistakes	Ensure availability, clarity of info, codes, forms
Increase general training and knowledge	Provide staff with training on atypical projects

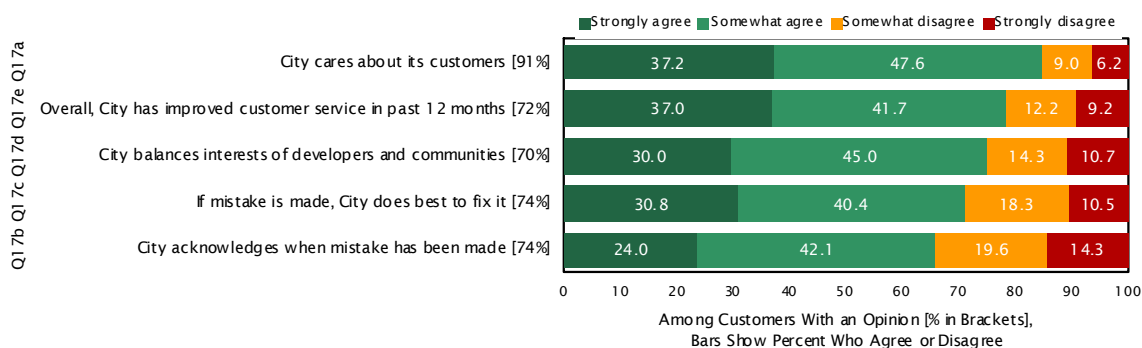
PERCEPTIONS OF CITY

The final substantive section of the survey focused on customers' perceptions of the City of San José's Development Services Partners as an "agency". In a manner identical to that used in prior sections, customers were provided with five statements about the City and asked whether they agreed or disagreed with each statement as it applied to Development Services.

MINISTERIAL At least three-quarters of ministerial customers generally agreed that the City of San José's Development Services Partners' care about their customers (85%), have improved customer service in the past 12 months (79%), and do an adequate job balancing the interests of developers with the interests of the communities that will be affected by a project (75%). Approximately two-thirds of ministerial customers perceived that the Partners' acknowledge a mistake when it has been made (66%), and do their best to fix a mistake when one occurs (71%).

Question 17: Ministerial *Next, I'm going to read several statements about the City of San José I'd like you to tell me whether you agree or disagree with each statement as they apply to development services. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 60 AGREEMENT WITH CITY OF SAN JOSÉ STATEMENTS: MINISTERIAL



When compared to 2006, there were no statistically significant changes in 2007 in responses to the performance-related statements tested in Question 17 among ministerial customers (Table 28).

TABLE 28 AGREEMENT WITH CITY OF SAN JOSÉ STATEMENTS BY STUDY YEAR: MINISTERIAL

	Study Year		Difference in Agreement 06 to 07
	2007	2006	
City cares about its customers	84.8	81.8	+3.0
Overall, City has improved customer service in past 12 months	78.6	78.1	+0.5
City acknowledges when mistake has been made	66.1	65.7	+0.4
City balances interests of developers and communities	75.0	74.8	+0.2
If mistake is made, City does best to fix it	71.3	71.2	+0.0

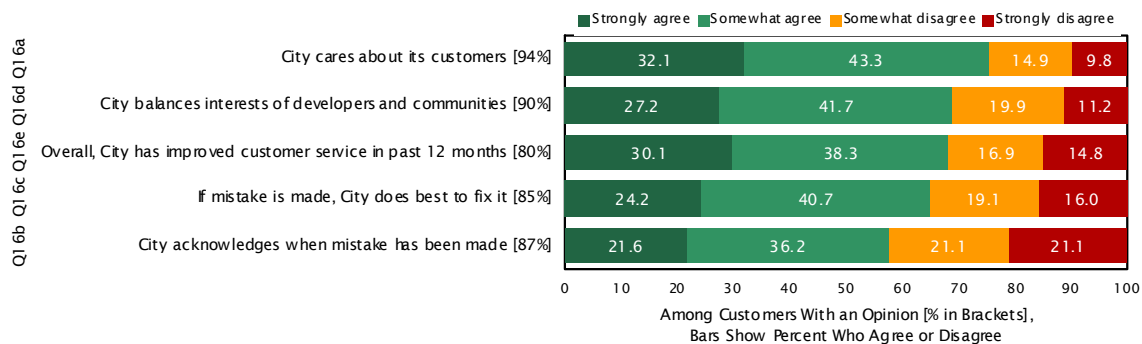
Consistent with the pattern found throughout this study, ministerial customers who were generally satisfied with the Partners' overall performance were much more likely to hold positive opinions of the Partners' performance on each of the dimensions tested in Question 17 when compared to their counterparts (Table 29).

TABLE 29 AGREEMENT WITH CITY OF SAN JOSÉ STATEMENTS BY OVERALL SATISFACTION: MINISTERIAL

	Overall Satisfaction (Q5)		Difference Between Groups
	Very or somewhat satisfied	Very or somewhat dissatisfied	
Overall, City has improved customer service in past 12 months	89.8	35.4	54.4
If mistake is made, City does best to fix it	82.2	32.5	49.6
City cares about its customers	93.4	47.7	45.7
City acknowledges when mistake has been made	76.1	30.7	45.4
City balances interests of developers and communities	84.3	39.3	45.1

DISCRETIONARY Opinions of the Partners' were somewhat less positive among discretionary customers (Figure 61). Approximately three-quarters of discretionary customers generally agreed that the City of San José's Development Services Partners' care about their customers (75%). Approximately two-thirds agreed that the Partners do an adequate job balancing the interests of developers with the interests of the communities that will be affected by a project (69%), and have improved customer service in the past 12 months (68%). However, the proportion who felt that the Partners' acknowledge a mistake when it has been made (58%) and do their best to fix a mistake when one occurs (65%) was somewhat lower.

Question 16: Discretionary *Next, I'm going to read several statements about the City of San José I'd like you to tell me whether you agree or disagree with each statement as they apply to development services. Here is the (first/next) one: _____. Do you agree or disagree with this statement?*

FIGURE 61 AGREEMENT WITH CITY OF SAN JOSÉ STATEMENTS: DISCRETIONARY


When compared to 2006, there were no statistically significant changes in 2007 in responses to the performance-related statements tested in Question 16 among discretionary customers (Table 30).

TABLE 30 AGREEMENT WITH CITY OF SAN JOSÉ STATEMENTS BY STUDY YEAR: DISCRETIONARY

	Study Year		Difference in Agreement 06 to 07
	2007	2006	
City acknowledges when mistake has been made	57.8	52.3	+5.5
Overall, City has improved customer service in past 12 months	68.3	63.3	+5.0
If mistake is made, City does best to fix it	64.9	60.2	+4.8
City balances interests of developers and communities	68.9	69.0	-0.0
City cares about its customers	75.3	77.3	-2.0

Like their ministerial counterparts, discretionary customers' opinions of the Partners' overall performance were strongly related to their stated opinions in response to Question 16. Those who held positive views of the Partners' overall performance were much more likely to also positively assess the Partners' performance on each of the dimensions tested in Question 16 (Table 31).

TABLE 31 AGREEMENT WITH CITY OF SAN JOSÉ STATEMENTS BY OVERALL SATISFACTION: DISCRETIONARY

	Overall Satisfaction (Q3)		Difference Between Groups
	Very or somewhat satisfied	Very or somewhat dissatisfied	
Overall, City has improved customer service in past 12 months	85.2	33.3	51.9
City cares about its customers	89.7	45.6	44.1
City balances interests of developers and communities	81.6	41.3	40.3
City acknowledges when mistake has been made	70.8	33.8	36.9
If mistake is made, City does best to fix it	77.8	41.8	36.0